



# **Town of Pagosa Springs Adopted Budget 2021**

**Fiscal Year January 1, 2021 to December 31, 2021**

**Approved December 1, 2020**

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**Riverwalk through Geothermal Greenhouse Partnership Domes**



## Town Council

**Donald Volger**

Mayor

**Madeline Bergon**

At Large – Mayor Pro-tem

**Matt DeGuise**

District 1

**Rory Burnett**

At Large

**Shari Pierce**

At Large

**Nicole Pitcher**

At Large

**Mat deGraaf**

At Large

## Management Staff

**Andrea Phillips**

Town Manager

**April Hessman**

Town Clerk and Finance

**Jennifer Green**

Tourism Director

**Martin Schmidt**

Public Works Director

**Darren Lewis**

Parks and Recreation Director

**William Rockensock**

Chief of Police

**Margaret Gallegos**

Building and Fire Official

**James Dickhoff**

Planning Director

**Candace Dzielak**

Municipal Court Administrator



# TOWN OF PAGOSA SPRINGS 2021 BUDGET MESSAGE

**Andrea K. Phillips**  
**Town Manager**

## **INTRODUCTION**

The 2021 Budget reflects the spending priorities of Town Council and the Pagosa Springs community. Goals and objectives for the remainder of 2020 and 2021 are included within the document for reference. Revenues are anticipated to remain stable in 2021, with moderate growth in some areas, compared to 2020 figures. As of November 2020, despite COVID-19 impacts and associated temporary business closures, the local economy continues to show steady growth and 2021 is anticipated to be healthy as well.

Primary measures of economic activity for the Town of Pagosa Springs (Town) are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. All items are on track to be record amounts, or at least equal to or better than numbers from prior years. While there were local impacts due to COVID-19 on unemployment and business closures in the last several months, as of this writing, the unemployment rate in Colorado is 6.7% and in Archuleta County the rate is showing a decline at 6.5% in August<sup>1</sup>. These figures are certainly above the same time last year where unemployment was as low as 2.3%, but these percentages are better than the national rate at 8.4% and appear to be declining in the last few months. Building permits for 2021 are expected to be similar to recent prior years and staff is aware of some new projects in the planning stages. Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and in the specific budget pages. Population continues to grow in both town limits and in the unincorporated areas of Archuleta County.

While economic indicators continue to be strong, in order to be fiscally prudent should the local economy experience another downturn as it did following the recent recession, Town Council has continued its policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community. This policy has been in place for several years and was continued by the Town Council on January 8, 2020 in the form of Town Resolution 2020-01.



## **SUMMARY**

The Town has a total of six separate funds and each is accounted for separately. The governmental funds are reported using an accounting method called the modified accrual accounting

1-Colorado Department of Labor and Employment  
<https://www.colmigateway.com/vosnet/lmi/default.aspx?pu=1&plang=E>

method. For all six funds, the total expected revenue for 2021 is \$15,164,004, including prior year carryover, and the total expenditures for the six funds are \$10,990,335. While the Town is utilizing significant reserves for capital projects in 2021, the total projected year end cash reserves for all six funds are \$4,173,669. Overall, the Town continues to be in a healthy financial position.

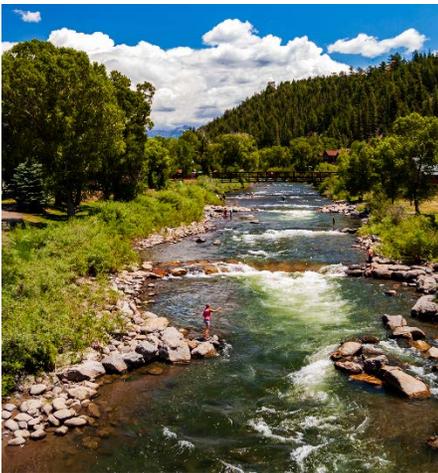
## **GENERAL FUND**

The General Fund is one of two main funds of the Town along with the Capital Improvement Fund. Both receive the vast majority of their resources from sales tax. Projected revenues for the General Fund are as follows:

### ***Revenues***

As indicated above, the main sources of revenue for the General Fund is sales tax. The sales tax rate in Archuleta County is 6.9%, and of that 6.9%, 2.9% is allocated to the State of Colorado and the remaining 4% of sales tax proceeds is split equally between the Town and Archuleta County. Of the 2% that goes to the Town, the revenues are evenly divided between the General Fund and the Capital Improvement Fund. The total projected annual revenue in the General Fund in 2021 is estimated to be \$4,236,334, not including the carryover cash from the prior year. Of that amount, 80.6% or \$3.4 million is anticipated to come from sales tax. For 2021, sales tax is projected to increase 5.0% above the year end estimate for 2020. At this time, staff is projecting that the Town will end the year approximately 12% higher at the end of 2020 compared to the original budget. Despite COVID-19 closures, the local economy continued to be strong in terms of spending. Additionally, the Town has been receiving sales tax from items purchased online from out of state and shipped to Pagosa Springs. This has had a positive impact on revenues.

The next largest revenue category for the General Fund is Licenses and Permits, which is estimated to be \$161,700 in 2021. Property tax, which amounts to \$96,661 or 2.3% of annual revenues into this fund in 2021. The other revenue categories are: Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous. Including the projected year end fund balance and cash reserve of \$2,360,315, total revenues are expected to equal \$6,596,649 in 2021. This represents a 1.3% increase over 2020 estimated revenues.



As stated above, two critical economic factors for our community are the sales tax and the lodger's tax and both continue to trend slightly upward despite the impacts from COVID-19 in the second quarter of 2020. To date, sales tax revenue in 2020 continues to show steady growth. Other General Fund revenue sources such as property tax, charges for services, licensing and permit fees and mineral and severance taxes are expected to remain similar to 2020 levels.

### ***Expenditures***

Expenditures within the General Fund in 2021 are expected to total approximately \$4,266,684 and are encompassed in five major categories. The categories are: General Government, Public Safety, Recreation, Community Support Services, and Other. The majority of expenses is in the General

Government category and includes administrative costs such as the Administration Department, Recreation (including the Ross Aragon Community Center), Municipal Court, Building Department and the Planning Department. Of the \$4.23 million in planned expenditures, \$2.08 million is in General Government which represents a 14.7% increase over the 2020 budget. In Public Safety, \$1.28 million is budgeted for 2021-a 10.4% increase over the 2020 budget. The budget is \$554,831 in the Recreation category, which includes spending on the Ross Aragon Community Center operations. Community Support Services includes funding for Service Organizations and Economic Development/Town Council Initiatives, and is budgeted for \$359,425 in 2021.

With planned expenditures of \$4,266,684 and anticipated revenues of \$4,236,334, the General Fund is projected to have a minor deficit of \$30,350 in the annual budget, which translates to spending into reserves by this amount. The General Fund will remain with an ending fund balance of \$2,329,965 with three percent of planned expenditures restricted as TABOR reserves. The restricted TABOR reserve is \$128,001. The Town Council has adopted a policy of maintaining a minimum of a three-month operating reserve in addition to the TABOR restricted reserve. That amount is \$1,066,671 and the estimated year end unrestricted reserves are \$1,135,293 in excess of this amount.

Some additional specific notes about General Fund expenses for 2021 are as follows:

1. Each year, the Town Council allocates funding in the form of grants to area non-profit organizations for the delivery of specific community services. The proposed 2021 budget for Service Organizations is a total of \$100,750 to be awarded to organizations selected by Town Council in two funding cycles. An additional \$15,000 is budgeted in the Police Department for the Axis Health Acute Treatment Unit and \$10,000 for animal care services provided by the Humane Society.



2. Funds for Economic Development/Town Council Initiatives include support for economic development management, Broadband Development and Expansion, Early Childcare and Education and Housing Choices. The budget includes a total of \$258,675 for these initiatives. Workforce Housing support includes \$108,675 in the General Fund and \$10,700 in the trust/impact fund from the vacation rental surcharge. These funds could be utilized to support organizations providing workforce housing in the community, payment of tap fees for new units being constructed, or movement towards other initiatives within this goal. In 2020, the Town spent \$262,639 in support of this goal, which included payment of sewer tap fees for the Rose Mountain Townhomes project and purchase of a lot for development of missing middle workforce housing through a public/private partnership.

At this time, \$100,000 is included for broadband development, which includes support of Broadband Services Managers, matches to grants and maintenance or new installations. Currently \$25,000 is slated within Early Childcare and Education which assumes support of local organizations providing this assistance. The method of distribution within these

areas is to be determined by Council. There is also \$25,000 budgeted for supporting an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation, as in prior years. The Town is also budgeting \$8,000 for the ADA retrofit initiative for local businesses to participate in the Town's matching program and for accessibility assessments of town parks and facilities.

3. Human Resources software will continue in 2021 to assist with employee recruitment and onboarding and employee performance evaluations. Technology upgrades such as new computers and server upgrades are budgeted for all departments, as well as desktop support, within the Administration department.
4. For the second successive year, a contract with the Archuleta School District #50 JT has been executed to share in the cost of hiring a School Resource Officer from the Police Department. For 2021, this position will be filled with an existing town employee, who will work for the school district during the school year and for the police department as a Community Resource Officer in the summer. A revenue assumption of \$33,000 is assumed from the school district for part of his salary.
5. Funds are included for a contracted Communications Manager to assist the Town in sharing information with the public and providing for public engagement opportunities on community issues. For 2021, \$25,000 is included in the budget, along with \$10,000 in web site/graphics and printing costs to assist with production of these tools.

## **CAPITAL IMPROVEMENT FUND**

### ***Revenues***

The Capital Improvement Fund is the other large fund operated by the Town. As mentioned above, this fund is primarily supported by sales tax revenues. However, the Capital Improvement Fund may also receive significant funding from other sources, primarily in the form of grants from the state or federal government. This can vary widely from year to year depending on the availability of grant funding from different sources. For 2021, it is anticipated that approximately \$821,300 will be received from various grant sources for projects in the areas of Planning, Trails, and Historic Preservation.



For 2021, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$4,492,004, with the largest non-grant or lease source (76% or \$3.4 million) deriving from sales tax. Grant funding and proceeds from the Town Maintenance Facility lease purchase financing helped to finance this \$5.2 million dollar project, the majority of which will be largely completed in fiscal year 2020. Construction on this project began in the summer of 2020 and is expected to stretch into first or second quarter of 2021. Grants are anticipated to assist with projects from the Department of Local Affairs, CDOT (through Transportation Alternative Program and Multi Modal planning funds), Colorado Parks and Wildlife and the State Historical Fund. In 2021, impact funds for specific

infrastructure items will be coupled with Capital Improvement Funds to complete some capital projects. Including the estimated 2020 year end cash reserves of \$1,731,287, available funding in 2021 equals \$6,223,291. In 2020, Archuleta County's distribution to the Town for the road and bridge mill levy was reduced from \$122,356 in 2019 to \$28,279 to 2020. In 2021, the Town expects to receive no distribution from the County.



### *Expenditures*

In the Capital Improvement Fund, expenditures for 2021 are expected to total \$5,422,338 and includes several exciting projects, including completion of the Town Maintenance Facility. Due to restricted funds and the reduction in road and bridge distribution from Archuleta County, the Town will not be able to address every project in 2021 that staff and the community or Council would like to fund. The ten year Capital Improvement Plan provides a plan for how and when projects will be addressed in later budget years. This plan is subject to change each year with amendments in Council priorities and availability of funding sources. As in the past, in 2021 there will be a continued focus on maintenance activities throughout town. Staff will be working with engineers to further the design and specifications for several projects that will be constructed in 2021 and beyond.

This fund pays for capital projects for almost all departments of the Town and includes general government, police, parks, courts, community center, streets, recreation, sidewalks, trails, geothermal, and the visitor center. In addition, the Capital Improvement Fund also helps to pay the operational costs for those departments that service the capital expenses and provide ongoing maintenance of these assets. The operational departments include the Public Works Department (Streets Division and Facilities Maintenance) and the Parks and Recreation Department (Parks Maintenance Division). Payments on debt that the Town has incurred for major capital projects or facilities are also paid from this fund, which include lease purchases for the S. 8<sup>th</sup> Street reconstruction, the Visitor Center building purchase, a front end loader, and a vacuum truck. Payments on the 15-year lease purchase financing agreement for construction of the Town Maintenance Facility began in 2019 and are estimated at \$249,785 in 2021. Town Council has decided to pay off the lease purchase agreement for the Visitor Center in 2020, and this cost of \$138,604 will be split between the Lodgers Tax Fund and the Capital Fund.

For 2021, the total revenue from all sources is estimated to be \$6,223,291 and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$5,422,338. This means that the Town is projecting to spend significantly into Capital Fund Reserves by \$930,334 to complete projects, leaving a projected ending fund balance of \$800,953. Unrestricted reserves, not including the three percent TABOR restricted amount, which is \$162,670, are projected to be \$638,283 at the end of 2021. This is only \$140,354 above the Town's minimum three month reserve of \$497,929.

Notable capital projects for 2021 include, but are not limited to:

- Continued street maintenance projects, including seal coating and crack sealing on multiple streets per the Pavement Assessment Plan;
- Milling and overlay of a section of S. Pagosa Blvd from Pagosa Springs Medical Center to Vista San Juan, milling and overlay at S. 5<sup>th</sup> St. from Hwy 160 to the alley and milling and overlay N. 2<sup>nd</sup> Street from Lewis St. to the Town boundary;



- Construction of the Hermosa Street River Walk trail project with the assistance of a grant from State Trails, to connect Town Park with the 1<sup>st</sup> St. Bridge through Cotton Hole Park via a multi-use path along with improvements to the turnaround at the end of Hermosa Street, park signage and amenities;
- Continued restoration of the historic Rumbaugh Creek Bridge (Phase II), with the assistance of a grant from the State Historic Fund;
- Increased parks maintenance, including attention to irrigation, trees, and trails;

- Continued design and engineering for the “Harman Hill Phase” of Town to Pagosa Lakes Trail with construction planned in 2021;
- Completion of a new Town Consolidated Maintenance Facility to accommodate streets maintenance, facilities maintenance, and parks maintenance;
- Sidewalk program replacement and repairs; and
- Drainage maintenance and new culverts in areas of Town such as “dog alley.”

A ten year Capital Improvement Plan is also proposed for Town Council’s consideration, which provides a ten year prospective of the various projects that the Town would like to address over the next several years as budget allows. The Plan will be presented for adoption with the 2021 Budget and serves as a guiding document to be updated each year.

### **LODGER’S TAX FUND**

The Lodger’s Tax Fund is completely funded by a tax collected from visitors staying at local lodging establishments. Revenues derive from the Town and County lodging taxes, rates for which are 4.9% and 1.9%, respectively. Archuleta County has been a consistent participant with the Pagosa Area Tourism Board and the partnership has been working well to date. Despite a temporary downtown during the COVID-19 pandemic, the Town has been fortunate to see continued growth in lodger’s tax proceeds over the past several years. For 2021, Lodger’s tax receipts are projected to be similar to actual 2019 figures, assuming that 2020 is an anomaly. Visitation continues to be strong, with an estimated 25,000 to 30,000 parties to the Town’s Visitor Center in 2020.

### ***Revenues***

For 2021, the Town’s portion of the lodger’s tax is expected to reach approximately \$699,103. This represents a 6.8% decrease over 2020 estimated year end. The County’s portion of the lodger’s tax is estimated to be about \$273,500 in 2021, a 0% increase over the 2020 estimated year end amount. Increased regulation and monitoring of vacation rentals in both the Town limits and in Archuleta County, as well as hotels undergoing renovations, should result in additional lodging tax proceeds. However, 2020 is viewed as an outlier in that visitation trends around the state were skewed high in many mountain towns and



destination areas during the pandemic. Including a small amount of miscellaneous revenue, the total revenue for the Lodger's Tax Fund is projected to be \$999,103 in 2021. Including the prior year end cash reserve of \$774,701, the available funding for 2021 is \$1,773,804. The Pagosa Area Tourism Board approved spending into reserves to pay for half of the visitor center building lease purchase payoff in 2020.

### ***Expenditures***

Expenditures for the Lodger's Tax Fund are categorized as Personnel, Commodities, Capital Projects, Visitor Information and Contractual. Personnel costs include the Tourism Director and staff for the visitor center operations and marketing. The vast majority of the expenses for Commodities are for external marketing, event funding and event marketing, travel, and visitor center maintenance. Capital Projects includes assistance wayfinding and signage, beautification efforts and holiday decorations. The Contractual expense is for the annual Fourth of July community fireworks display. Total expenses for 2021 are expected to be \$986,668, leaving a minor surplus of \$12,435. This will leave a fund balance of approximately \$787,136, which is \$540,469 over the minimum recommended three month reserve.



### **CONSERVATION TRUST FUND**

Conservation Trust Funds come from the State of Colorado and originate from lottery funds. The money is to be used for parks and recreation purposes. The Town receives two allocations-one from the State and another from Archuleta County. In 2019, the Town and County entered into an agreement whereby the County would increase its annual allocation from \$30,000 to \$60,000 to assist with the cost of county residents utilizing town parks and trails.

### ***Revenues***

The Town receives a Conservation Trust allocation annually and has averaged around \$17,000 each year. The anticipated total revenue in 2021 is \$17,000 for the Town's allocation and \$60,000 from Archuleta County's allocation. Including the prior year fund balance of \$46,746, the total revenue anticipated in 2021 is \$125,746.

### ***Expenditures***

Conservation Trust Funds are proposed to be spent for several projects in 2021. Total expenditures for 2021 are estimated at \$107,000, which includes utilizing \$28,000 from reserves. A new multi-purpose trail will be installed through Cotton Hole Park and \$50,000 is budgeted towards the project in 2021. This project was delayed from 2020 to 2021 due to uncertainty in 2020 on the Town's financial position. Parks improvement projects such as installation of a new irrigation system and sod at Dr. Mary Fisher Park and Phase II of the soft surface Riverwalk West Trail construction is also planned for 2021, leaving an end of year balance of \$18,746.

## **GEOTHERMAL ENTERPRISE FUND**

The Town operates a geothermal heating system that provides heat to 33 customers (residences, businesses, churches, and heating for sidewalks) as well as leasing geothermal water to two private businesses. The system is an enterprise fund and is expected to be self-supporting.



### ***Revenues***

The Town collects utility fees from users of the geothermal system, which is primarily utilized in the late fall and winter. The estimated user fees to be collected in 2021 are \$43,000. The lease of geothermal water from the Town's well to a private business is assessed annually and for 2020 it is estimated to be \$1,197. New taps are anticipated in the amount of \$15,000 for a new development near the town's geothermal building. Anticipated resources in this fund in 2021 total \$59,197 in annual revenues. Including the prior year end cash reserves of \$77,066, the available funds in 2021 are approximately \$136,263.

### ***Expenditures***

The expenditures are consistent with other departments with the majority of expenses in the Capital Improvements category. Expenses are primarily for equipment purchases or capital repairs, as well as general maintenance of the system. In 2020, an engineering assessment of the system was conducted, which revealed that attention should be paid to replacement of aging geothermal lines. In 2021, \$25,000 is budgeted to replace sections of distribution pipe. Total expenses for all categories are anticipated to total \$69,500, which anticipates spending into reserves by \$10,303. When subtracted from the projected revenues of \$59,197, the projected year end carryover is estimated to be about \$66,763, well over the minimum operating reserve of \$17,375. However, it should be noted that continued spending into reserves represents a structural imbalance in the fund.

## **IMPACT FEE / TRUST FUND**

The Town, for many reasons, holds a variety of funds in trust and, in the past, collected impact fees for new developments. The funding is restricted for a specific purpose such as road improvements, public facilities, parks and trails. The Town has 20 different trust/impact fee accounts. In addition to the Town accounts, the Town collected impact fees on behalf of local emergency service providers such as the Archuleta School District #50 JT and the Pagosa Fire Protection District. Funds collected on new developments are passed on to these local agencies. In 2019, after analyzing the impact fee program, the Town Council decided to terminate the program and no longer collect impact fees on development moving forward. There are a few impact fee deferral agreements that are still paying impact fees from prior projects. Annual revenues are expected to total \$45,832 in 2021. The Town will be spending down the balances for the impact fee accounts on permissible projects in 2021 and beyond. In the Trust accounts, \$138,145 is anticipated to be spent on workforce housing development (with funds derived from the surcharge or vacation rental registrations), cemetery maintenance, community center expenses, improvements to Reservoir Hill (from the ticket fee), and the annual Festival of Trees event.

In 2021, expenditures out of the trust/impact fees accounts are estimated to total \$138,145 spending into the reserves by \$92,313. Capital projects planned for 2021 are supplemented by funds from these specific accounts. A year end 2021 fund balance of \$170,106 is estimated at this time.

### **2021 EQUIPMENT/VEHICLE PURCHASES**

In 2021 there are several vehicles and pieces of heavy equipment to be acquired/leased as follows:

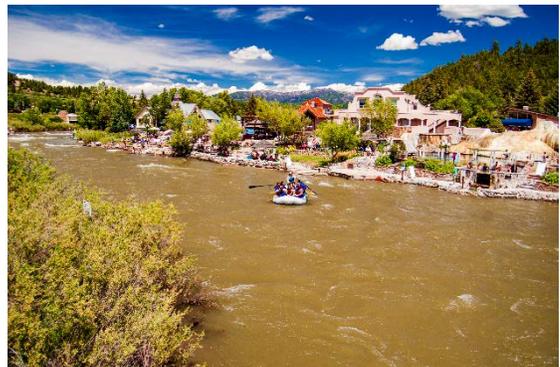
- Lease purchase agreement will continue in 2021 for a vacuum truck, costs for which are split between the Sanitation District Fund, Geothermal Fund and the Capital Fund.
- Purchase of a police patrol vehicle in line with the Town's vehicle replacement policy.
- Purchase of a one ton truck with utility bed for use in the Parks and Recreation department.
- Smaller equipment purchases planned for 2021 include a carpet shampooer for use by Facilities Division, police department radio equipment, radar units, a side by side utility vehicle for parks maintenance, and streets division equipment for plowing and road maintenance

### **ASSESSED VALUATION AND MILL LEVIES**

The Town of Pagosa Springs' assessed valuation for 2021 is \$61,969,820 (a slight decrease from 2020). The Town Mill Levy at 1.559 Mills, which will generate a proposed \$96,611 in property taxes for the Town in 2021.

### **STAFFING AND COMPENSATION**

In 2021, the Town will employ 50.0 full time equivalent (FTE) employees, which equates to 47 full time employees, six part time employees and approximately 32 seasonal employees. For 2021, the following staffing adjustments are anticipated:



1. In the Public Works Department, an administrative assistant position has been added to assist with overall administrative duties in this department. The position will assist with record keeping, bidding and purchasing, and other day to day tasks. A seasonal part time employee (Equipment Operator I-Seasonal) has been added to assist with basic tasks in the summer months such as mowing of rights of way, clearing brush, cemetery maintenance, and other duties. Finally, this budget contemplates a reassignment of three employees serving as Equipment Operator I to Equipment Operator II. The three individuals in the former category have been misclassified since the compensation survey was conducted in 2018. Accordingly, a slight adjustment was made to their compensation.
2. A part time digital records clerk in the Police Department is included in the introduced 2021 budget to assist with managing the copious amount of body camera footage and records per recent state law changes.
3. In 2018, the Town engaged a consultant to assist with an update to the 2012 compensation survey. At that time, results from the market comparison revealed that 44% of staff were below the minimum for their pay range based on the market. Town Council directed staff to budget for a pay

adjustment based on the Denver-Aurora-Lakewood consumer price index (a measure of inflation) of 2.0% for all employees beginning January 1, 2019 and to budget to bring employees who were below the minimum of the salary after this CPI adjustment up to the minimum salary, adjusting for time in position. To continue the compensation plan adjustments in 2021 and to keep pace with cost of living, staff recommends a 3.0% increase beginning January 1, 2021 for employees. For employees at lower hourly rates, this adjustment will be a minimum of \$1,500.

4. Due to recent changes at the state level, the Town's contribution to retirement for sworn officers in the Fire and Police Pension Association fund will increase by 0.5% per year to match the employees' increasing contributions. To keep pace with these changes and to be in line with other local government employers the Town proposes to offer a voluntary contribution increase from a 5.0% mandatory match to 7.0% match for non-FPPA member employees.
5. In 2021, health insurance premiums will rise 7%. In 2020, staff began contributing more towards these premiums. The increase anticipated in 2021 will be offset by the anticipated savings in the plan provided by lesser claims reimbursement and funds in the restricted health account. The Town will continue to offer both a traditional PPO plan and higher deductible HSA plan. There will be no change to the contribution for vision, dental, voluntary life insurance, and employee assistance program coverage.

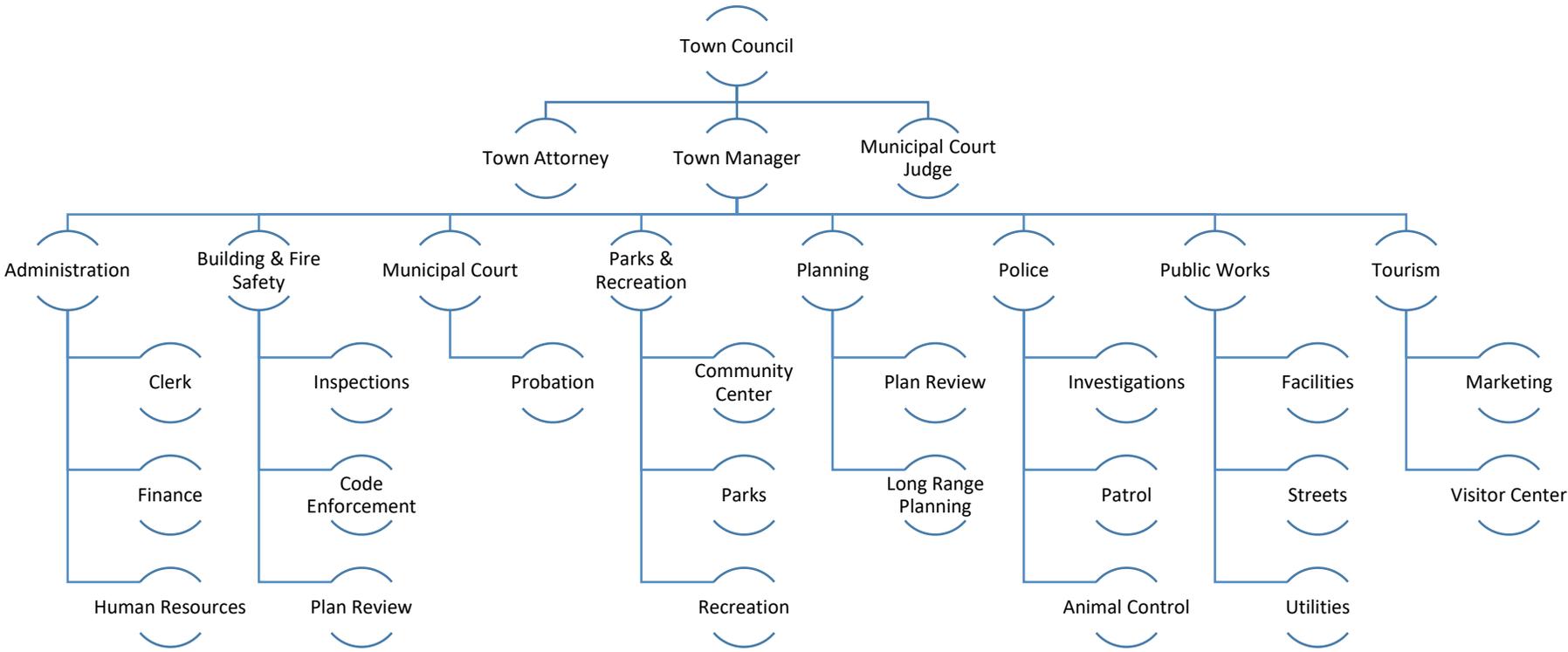


# Town Council Goals & Objectives 2020-2021



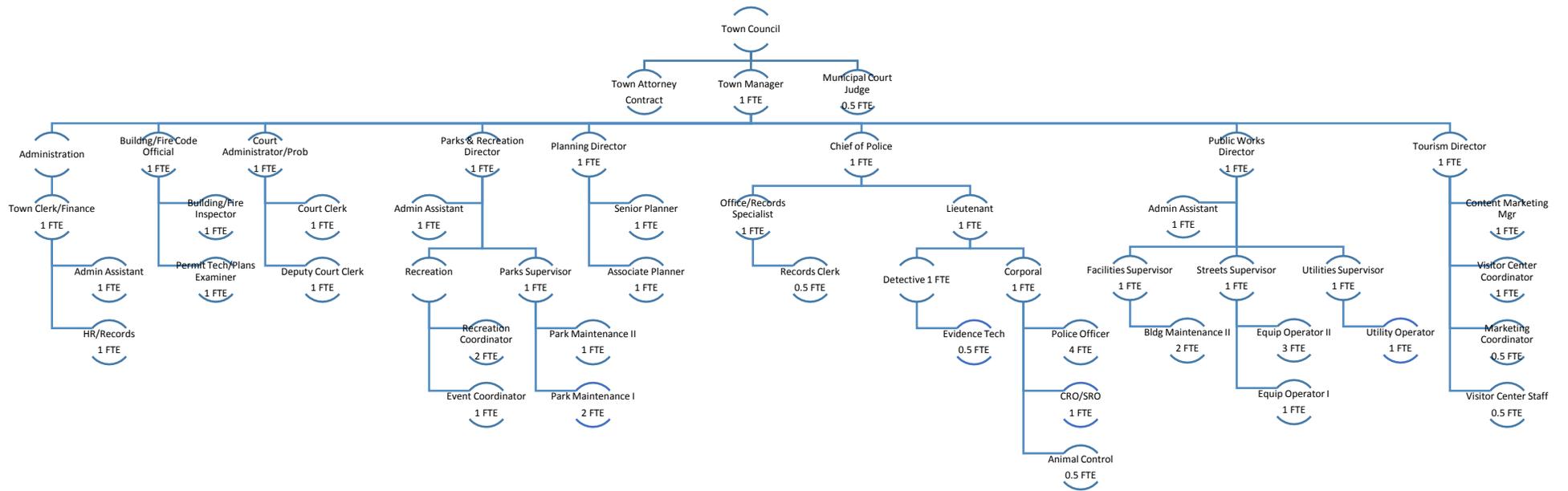


### Functional Organization Chart





## Staff Organization Chart



The Town started 2020 with 46 regular full time positions and five (5) regular part time positions. Due to Covid-19, the Town implemented a hiring freeze on filling any vacated positions between March and June. As a result of the impact of Covid-19 on how the Town conducts business, several positions were evaluated and re-worked to better suit the Town's business needs. The overall number of personnel did not change in 2020; however, changes were implemented in several positions affecting roles, responsibilities, and title changes that took effect in the 4<sup>th</sup> quarter. For 2021, 1.5 new FTEs are added-one full time Administrative Assistant in the Public Works Department and one part time Digital Records Clerk in the Police Department

#### Department Personnel Summary

	Position	2019 Actual	2020 Actual	Add	Delete	2021 Budget
Admin	Town Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Town Clerk/Finance Director	1.0 FTE	1.0 FTE			1.0 FTE
	Human Resource/Records Administrator	1.0 FTE	1.0 FTE			1.0 FTE
	Special Projects Manager	0.75 FTE				0.0 FTE
	Administrative Assistant <i>(Position change from Deputy Clerk)</i>	1.0 FTE	1.0 FTE			1.0 FTE
Bldg/Fire	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector	1.0 FTE	1.0 FTE			1.0 FTE
	Permit Tech/Plans Examiner	1.0 FTE	1.0 FTE			1.0 FTE
Court	Municipal Court Judge	0.5 FTE	0.5 FTE			0.5 FTE
	Court Administrator/Probation Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
	Deputy Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Parks & Rec	Parks & Recreation Director	1.0 FTE	1.0 FTE			1.0 FTE
	Event Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Coordinator	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Supervisor <i>(Position change from Parks Crew Leader)</i>	2.0 FTE	1.75 FTE		1.0 FTE	1.0 FTE
	Parks Maintenance II	1.0 FTE	1.0 FTE			1.0 FTE
Planning	Planning Director	1.0 FTE	1.0 FTE			1.0 FTE
	Associate Planner	0.25 FTE	1.0 FTE			1.0 FTE
	Senior Planner	1.0 FTE	1.0 FTE			1.0 FTE
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Lieutenant	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Corporal	1.0 FTE	1.0 FTE			1.0 FTE
	Police Officer	4.0 FTE	4.0 FTE			4.0 FTE
	Community/School Resource Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Office/Records Specialist	1.0 FTE	1.0 FTE			1.0 FTE

	Position	2019 Actual	2020 Actual	Add	Delete	2021 Budget
	Evidence Technician	0.5 FTE	0.5 FTE			0.5 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE
	Digital Records Clerk			0.5 FTE		0.5 FTE
Public Works	Public Works Director	1.0 FTE	1.0 FTE			1.0 FTE
	Streets Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Equipment Operator II	1.0 FTE	1.0 FTE	2.0 FTE		3.0 FTE
	Equipment Operator I	3.0 FTE	3.0 FTE		2.0 FTE	1.0 FTE
	Utility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Utility Operator	1.0 FTE	1.0 FTE			1.0 FTE
	Facility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Building Maintenance II	2.0 FTE	2.0 FTE			2.0 FTE
	Administrative Assistant			1.0 FTE		1.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Content Marketing Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Visitor Center Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Marketing Coordinator <i>(Position change from Volunteer Coordinator)</i>	0.5 FTE	0.5 FTE			0.5 FTE
	Visitor Center Staff	0.5 FTE	0.5 FTE			0.5 FTE
	<b>TOTALS</b>	48.5 FTE	48.5 FTE	4.5 FTE	3.0 FTE	50.0 FTE

**SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES**

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>REVENUES</b>						
GENERAL FUND	5,416,750	5,490,259	5,604,190	6,104,190	6,476,224	6,596,649
CAPITAL IMPROVEMENT FUND	6,132,539	5,263,640	8,544,204	10,086,004	10,022,013	6,223,291
IMPACT FEE FUND	676,721	672,580	510,922	510,922	511,810	308,251
LODGERS TAX FUND	1,279,522	1,548,093	1,573,734	1,573,734	1,650,375	1,773,804
GEOHERMAL ENTERPRISE FUND	163,237	161,992	165,197	165,197	172,137	136,263
CONSERVATION TRUST FUND	117,441	124,833	143,996	143,996	147,845	125,746

<b>EXPENDITURES</b>						
GENERAL FUND	3,848,230	3,372,684	3,714,564	4,413,779	4,115,909	4,266,684
CAPITAL IMPROVEMENT FUND	4,722,841	3,664,811	7,755,774	9,025,774	8,290,726	5,422,338
IMPACT FEE FUND	136,211	187,974	307,923	307,923	249,391	138,145
LODGERS TAX FUND	751,647	883,054	989,289	989,289	1,014,868	986,668
GEOHERMAL ENTERPRISE FUND	43,341	36,053	87,490	97,490	95,071	69,500
CONSERVATION TRUST FUND	84,798	56,725	103,427	103,427	101,099	107,000

<b>YEAR END CASH RESERVES</b>						
GENERAL FUND	1,568,520	2,117,575	1,889,626	1,690,411	2,360,315	2,329,965
CAPITAL IMPROVEMENT FUND	1,409,698	1,598,829	788,430	1,060,230	1,731,287	800,953
IMPACT FEE FUND	540,511	484,606	202,999	202,999	262,419	170,106
LODGERS TAX FUND	527,875	665,039	584,445	584,445	774,701	787,136
GEOHERMAL ENTERPRISE FUND	119,896	125,938	77,707	67,707	77,066	66,763
CONSERVATION TRUST FUND	32,643	68,108	40,569	40,569	46,746	18,746



# SPECIFIC REVENUES

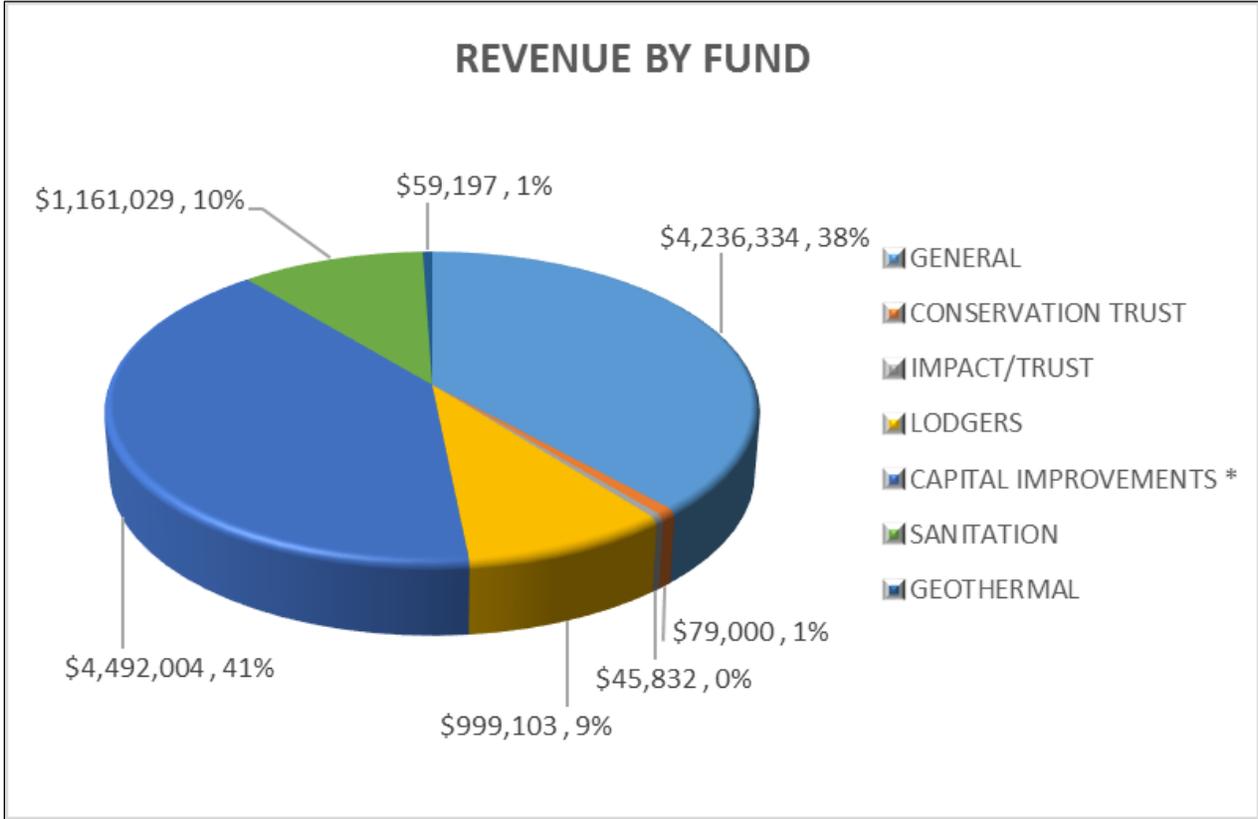


Wayfinding Sign in the Spring

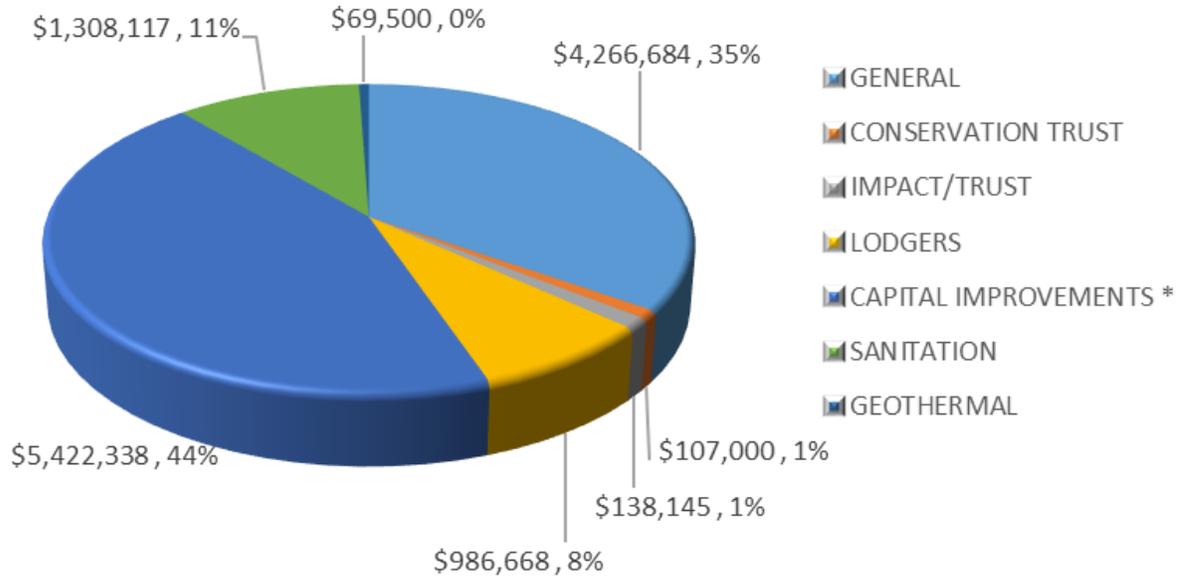
# SUMMARY OF FUNDS

FUND NUMBER	FUND TITLE	2021 REVENUE	2021 EXPENDITURE
10	GENERAL *	4,236,351	4,266,684
21	CONSERVATION TRUST *	79,000	107,000
31	IMPACT/TRUST *	45,832	138,145
41	LODGERS	999,103	986,668
51	CAPITAL IMPROVEMENTS *	4,492,004	5,422,338
53	SANITATION *	1,161,029	1,308,117
55	GEOTHERMAL *	59,197	69,500
<b>TOTAL ALL FUNDS</b>		<b>\$11,072,499</b>	<b>\$12,298,452</b>

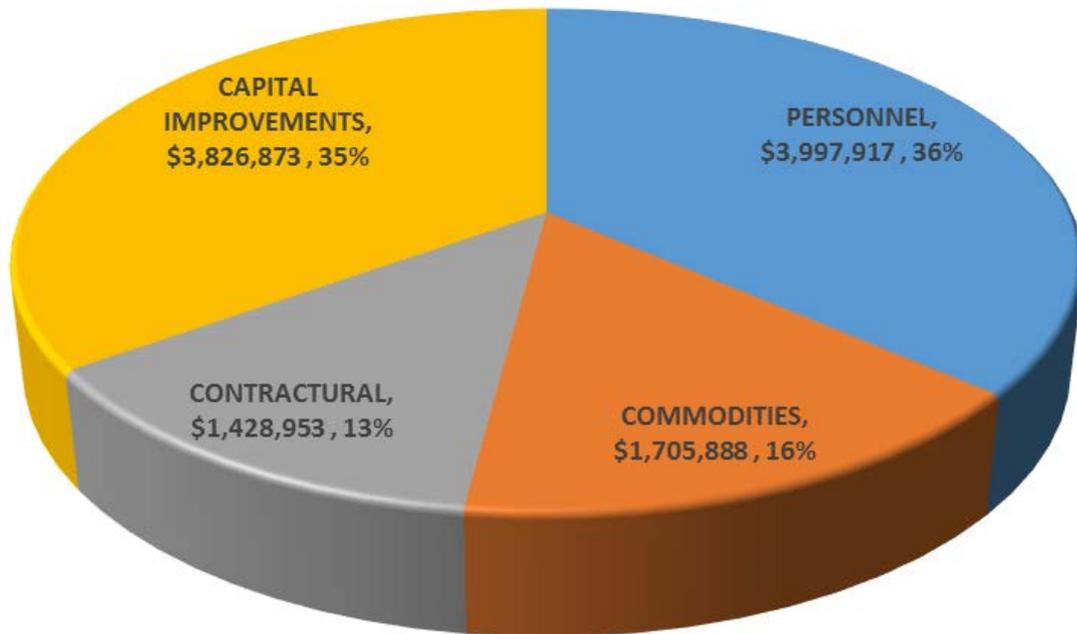
\* Revenues for these funds are shown as expenses in other funds. In some instances this will over represent revenues to the Town.



### EXPENDITURE BY FUND



### EXPENDITURE BY TYPE All Funds



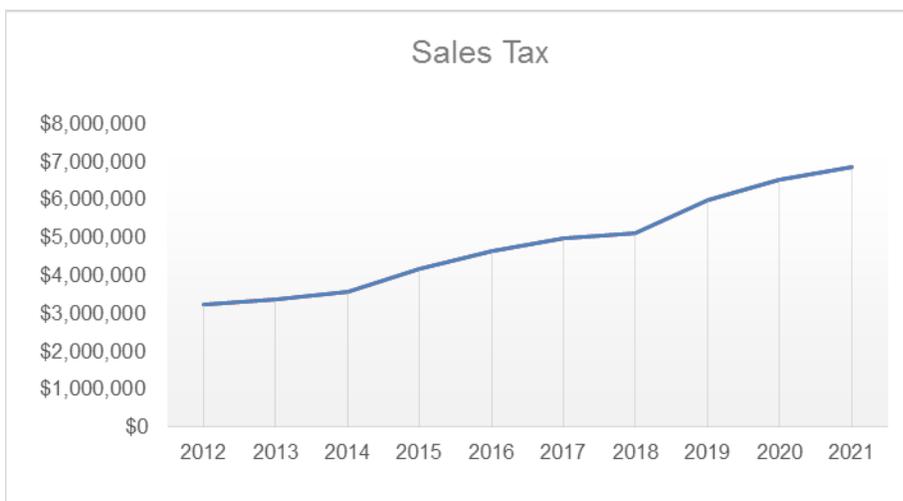
# SALES TAX REVENUE

**Distribution:** 50% General Fund  
50% Capital Improvements and Maintenance Fund

**Source:** Visitors, residents and employees in Archuleta County

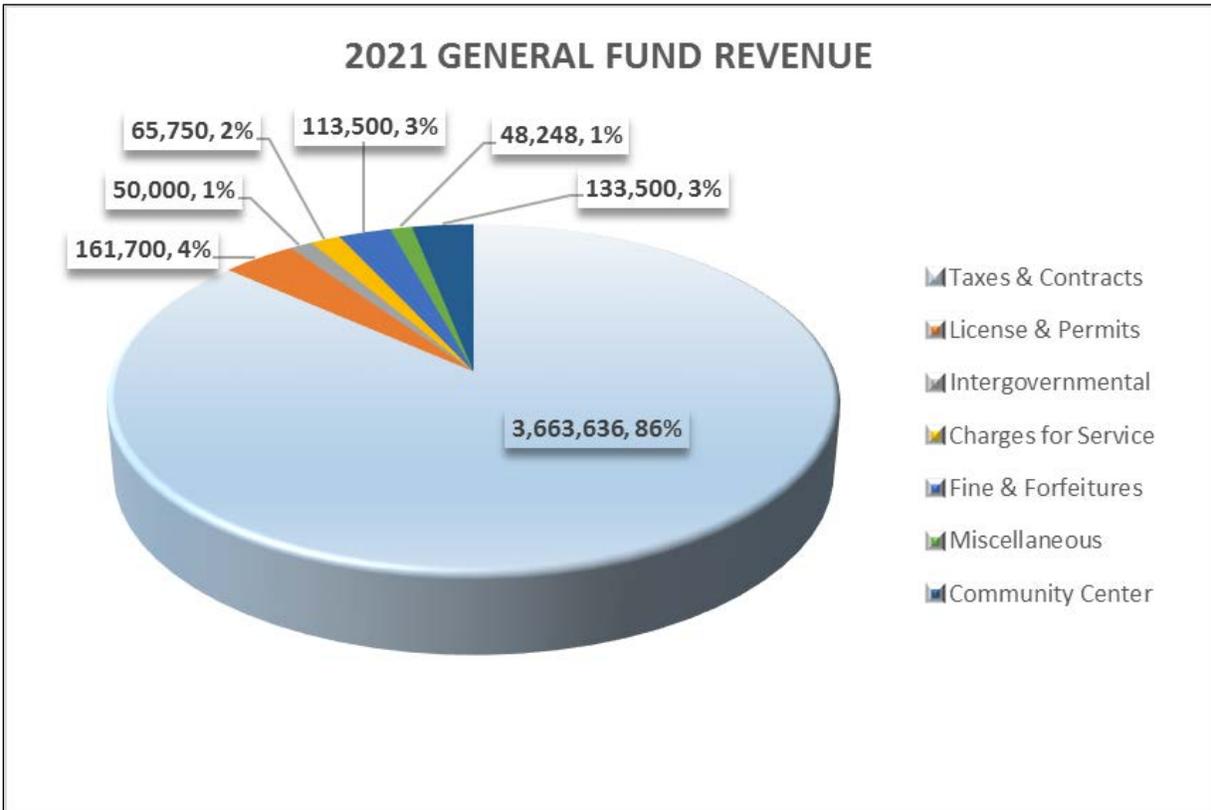
**Collection:** Prior to 1958, a 1% sales tax was initiated and was split 50/50 between the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven years, with 1% earmarked for County road capital improvements and 1% dedicated for town capital improvements. In 2001, the citizens again voted to extend the additional 2% sales tax rate for an additional seven years; with 1% earmarked for county road capital improvement and 1% for the Town. The sales tax ballot language states the “Town may use these funds to undertake capital improvements and the maintenance of such improvements and other capital projects which may be deemed necessary and appropriate by the residents of Pagosa Springs.” In November 2008, this sales tax arrangement was approved by the voters to be extended in perpetuity. Sales tax is charged on all retail purchases including food. The Town collects its sales tax from the County. As a statutory county, Archuleta County’s sales tax is collected and administered by the Colorado Department of Revenue. As a result, there is a two-month lag time between the generation of the sales tax and when it is disbursed to the Town. At the end of 2008, the Council passed a resolution initiating a policy to respond to the volatility in the national economy. This resolution was revised every year to compare the monthly revenue to the previous two years average during the same month and if necessary, adjusts for a reduction in increments.

## Ten Year Trend



**Forecast:** For 2021, the estimate of \$6,826,050 is 5% above the 2020 projected sales tax collections of \$6,501,000. The 2020 year end estimate is projected to be 11.9% over the 2020 budgeted amount.

**Rationale:** It is projected that the sales tax will increase this year by approximately 5% from the 2020 year end estimate as the economy continues to be strong locally. The Town has implemented a policy to have the ability to quickly reduce expenditures should sales tax revenues decline. The Town relies heavily on sales tax, as approximately 81% of general fund revenue for 2021 comes from this source. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets and capital debt service.



# LODGING TAX REVENUE

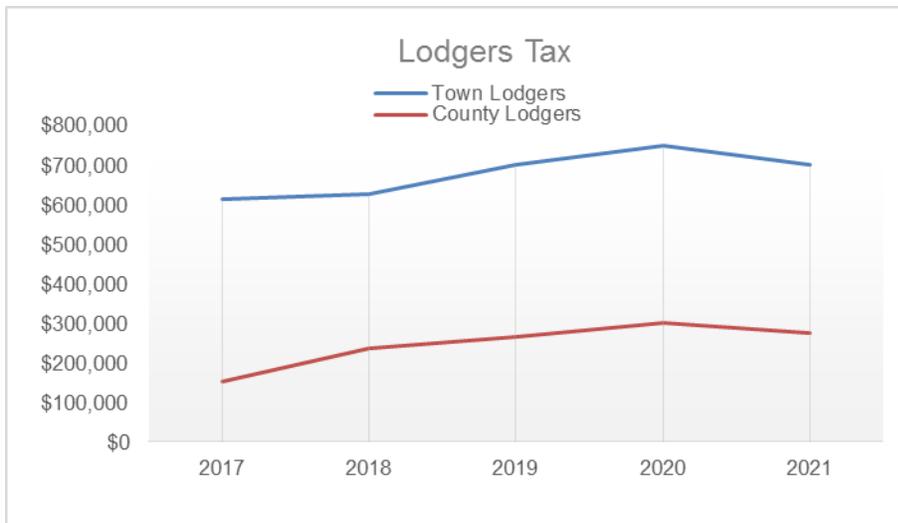
**Distribution:** 100% Lodgers Fund

**Source:** Hotels, motels, cabins, campgrounds, vacation rentals within Pagosa Springs and Archuleta County

**Collection:** In November 2005, the county residents passed the imposition of a lodging tax of 1.9% on the sales of every short term lodging facility in the County. At the April 2006 election, town residents passed an additional 3% tax on the lodging tax bringing the total “town” lodging tax to 4.9%. The ballot question also provided for the Town to self-collect the taxes within the town limits.

The county’s lodging taxes of 1.9% are distributed by the Colorado Department of Revenue. Up until 2015, the County forwarded most of their lodging tax funds to the Chamber of Commerce who provided for the operations of the Pagosa Springs Visitor Center. In 2014 the Town, and specifically the Tourism staff, began operation of the Visitor Center. Subsequently, in 2015 the county lodging funds were then passed on to the town Lodging Tax Fund for tourism purposes. In 2018 the Town Council passed an ordinance requiring all vacation rentals units to register with the Town in order to provide equal services to all.

## Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2017	\$613,089	3%
2018	\$624,892	2%
2019	\$699,103	12%
2020	\$750,000	7%
2021	\$699,103	-7%

**Forecast:** The estimate for 2021 of \$699,103 assumes that the revenues will be similar to 2019 actuals but down 7% compared to estimated 2020 year end revenues. County lodging tax is estimated to be higher than budgeted in 2020. For 2021, it is estimated to be the same as 2019 revenues.

**Rationale:** The COVID-19 pandemic had a great impact during the first and second quarter of 2020; however, tourists have flocked to Pagosa Springs in the third and fourth quarters. Inventory of area hotel and motel rooms has not increased in many years and their capacity is reached during the busy tourist seasons. Vacation rentals have increased in town and in the unincorporated areas of the county to help supplement the tourist visits. It is believed vacation rentals provide a larger segment of the lodging tax collections in the county.

# PROPERTY TAX REVENUE

**Distribution:** 100% General Fund

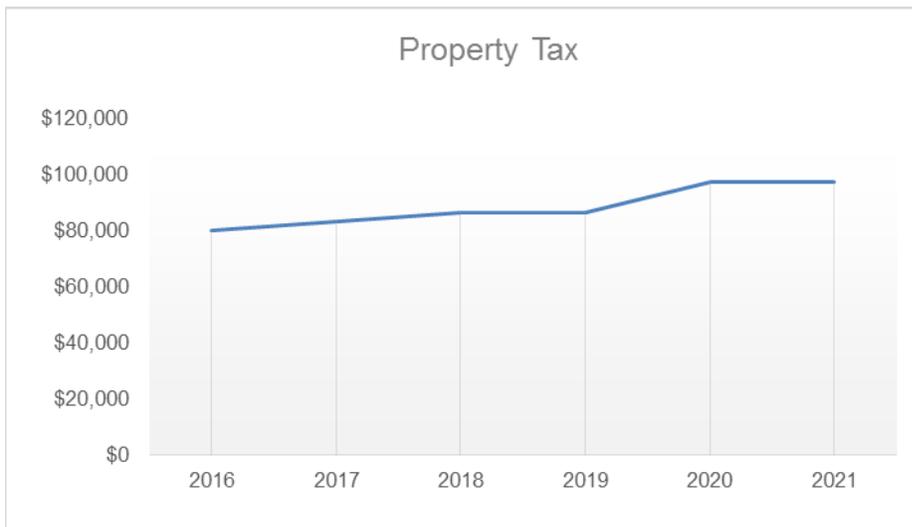
**Source:** Property owners within the Town of Pagosa Springs corporate boundaries

**Collection:** The Taxpayer Bill of Rights (TABOR), which amended the Colorado Constitution, limits property tax revenue growth to the amount collected in the previous year with an increase by the Denver-Aurora-Lakewood Consumer Price Index and a local growth factor. In addition, there is a statutory limitation which prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction. However, in 1994 the Town of Pagosa Springs voted to exempt (or “De-Bruced”) the Town from these provisions and reduced the mill levy for the Town, currently at 1.557. The tax a property owner pays on a property is based on the following formulas:

$$\text{Assessed Valuation} = \text{Property Market Value} \times \text{Assessment Ratio}$$

$$\text{Property Tax} = \text{Assessed Valuation} \times \text{Mill Levy} / 1,000$$

## Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2016	\$80,057	5%
2017	\$83,261	4%
2018	\$86,107	3%
2019	\$86,097	0%
2020	\$97,077	13%
2021	\$96,611	0%

**Forecast:** The budget for 2021 of \$96,611 is a 0% increase from 2020 revenue receipts based on the County Assessor’s property assessment.

**Rationale:** Based on the assessed valuation provided by the County Assessor’s Office, the mill levy is set at 1.559.

# FRANCHISE REVENUE

**Distribution:** 100% General Fund

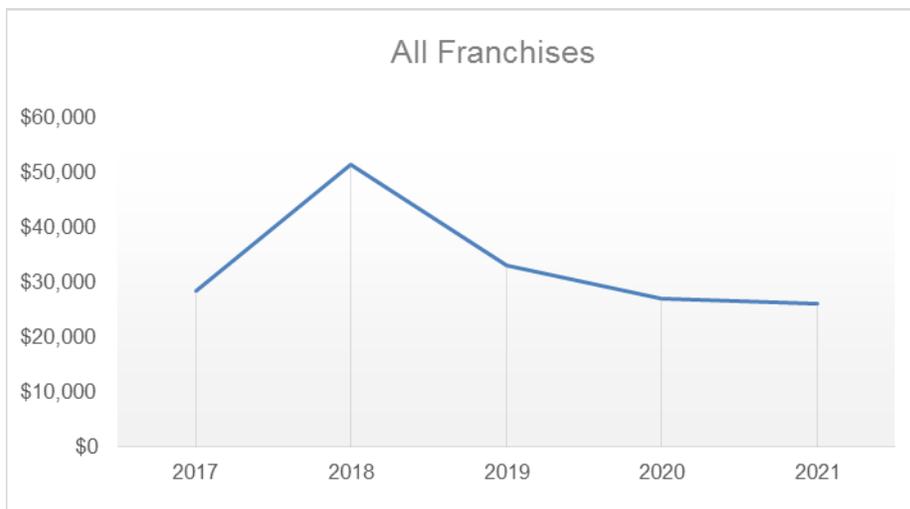
**Source:** Black Hills Energy, Centurytel, Zito West Holding LLC

**Collection:** The Town collects franchise payments for general town services that it does not provide but “franchises” to private companies.

Ordinance No. 903, expires 2020 is the Cable TV Franchise (5% of yearly gross revenues)

Ordinance No. 298, no expiration is the Telephone Franchise (flat amount of \$2,200 per year)

Ordinance No. 860, expires 2027 is the Natural Gas Franchise (\$0.0157 per Therm of gas)



## Five Year Trend

<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2017	\$28,197	-40%
2018	\$51,225	82%
2019	\$32,879	-36%
2020	\$26,900	-18%
2021	\$26,000	-3%

**Forecast:** \$26,000 represents a decrease of 3% from 2020 estimated collections for all franchise fees

**Rationale:** Telephone franchise fees with CenturyLink decreased in 2020 based on the franchise agreement. Black Hills Energy completed a review of the premises and found customers within the boundaries of the town that were not properly billed for the franchise fee. A one-time lump sum was paid in 2018 from previous three years, and increases in revenues for future years is budgeted.

# DEPARTMENTAL SUMMARIES



View from Hot Springs Boulevard Bridge

# Administration

Andrea Phillips, Town Manager  
 April Hessman, Town Clerk/Finance Director

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## Overview:

The Pagosa Springs Administration Department includes the town manager’s office, clerk and finance office and human resources. The administration department is the hub of the organization, providing support to all departments, accounting, licensing, contract administration, grant administration, human resources, financial management, records management, policy implementation and general oversight for town functions. The Administration Department budget includes technology services for the General Fund departments, dues and subscriptions for town council and staff, legal services, council salaries, and programs that do not fit in other departments but serve the entire staff.

## Core Services:

The core services provided by the Administration Department include, but are not limited to: maintenance of all official Town documents and records, maintaining all financial records for the Town, and preparing the annual budget. Project budgeting and recordings of all major capital assets are also within the duties of the Department. The Town Manager provides oversight to all departments. Support of Town Council and other Boards and Commissions is also a responsibility of the Department.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$783,685	\$897,265	\$896,876	\$902,519	\$1,023,377
	Capital Fund	\$101,789	\$45,457	\$4,100	\$4,100	\$16,500
	Trust Fund	\$10,843	\$77,666	\$18,200	\$18,200	\$20,000

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$408,642	\$407,817	\$381,632	\$358,446	\$408,610
	Commodities	\$93,779	\$97,122	\$127,150	\$132,500	\$108,300
	Contractual	\$363,566	\$421,618	\$388,094	\$411,573	\$506,467

## Personnel:

The following table displays total personnel in the Department. No new positions are anticipated in 2021. The Deputy Clerk position was not backfilled and was filled instead with a new Administrative Assistant in late 2020. The Special Project Manager was not filled in 2019.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Town Manager	1	1	1	1	1
	Town Clerk/Finance	1	1	1	1	1
	Human Resources/Records	1	1	1	1	1

Deputy Clerk	1	1	1	0	0
Administrative Assistant	0	0	0	1	1
Special Projects Manager	1	1	0	0	0
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

## 2020 Accomplishments:

- Implemented business licensing for vacation rentals through Citizenserve, monitored vacation rentals with Bear Cloud/Host Compliance software, and assisted the public in conforming with regulations in order to ensure compliance.
- Successfully completed clean audit of the 2019 financials and use of electronic invoices by audit personnel.
- Paperless processing of accounts payable was implemented using iCompass in 2017. Staff continues to digitize and upload records to the Record Management System.
- Implemented online recruitment and employment application process, which provides better ways of engaging our community and increases productivity in the recruitment process.
- Adopted revised Employee Handbook and rolled out new administrative policies.
- Utilized iCompass portal for public to access meetings and agendas through an online presence, (Town Council goal 4B).
- Received grant award from Colorado Parks and Wildlife through the Colorado State Recreational Trails Grant Program for the Hermosa Riverwalk trail design and construction. Project will be constructed in 2021.
- Completed of North 8<sup>th</sup> Street sidewalk project (a partnership with CDOT using Safe Routes to School funds).
- Selected contractor and started construction on new \$5.2 million Town Maintenance Facility using \$3 million in lease purchase financing and a \$1 million grant award from Colorado Department of Local Affairs.
- Staff addressed customer complaints and worked to address resident concerns as they arose.
- Completed Town Council annual strategic planning retreat and adoption of Council Goals and Objectives for the remainder of 2020 and 2021.
- Hired and onboarded staff in several key positions, including Parks Supervisor and Administrative Assistant.
- Implemented quarterly employee “check-ins” for regular feedback on employee goals and objectives and professional development within departments.
- Led Core Values team to celebrate the organization’s Core Values through community service activities.
- Continued to represent the Town through boards and committees (Southwest Colorado Council of Governments, Archuleta County Combined Emergency Dispatch, etc.).
- Worked as a team to implement COVID public health orders and initiate remote work protocols. Created and managed Economic Recovery Team for town and county stakeholders.
- Provided updated information to the public on the COVID public health orders.
- Developed programs for community assistance due to COVID-19 impacts for individuals, businesses, and non-profits. Managed distribution of Coronavirus Relief Funds and sought reimbursement.
- Earned Credentialed Manager designation (Andrea Phillips) through International City/County Management Association.

- Earned Master Municipal Clerk designation (April Hessman) and Certified Municipal Clerk designation (Kathy Harker) through International Institute of Municipal Clerks.
- Obtained a \$600,000 CDBG grant to pass on to the Pagosa Peak Open School and assisted in administration of the grant requirements and closeout.
- Assisted Town Council in evaluating policy issues such as vacation rentals, urban renewal authorities and tax increment financing, sidewalk repair and maintenance, investment policies, purchasing guidelines, and others.
- With the Planning Department and Pagosa Housing Partners, assisted in workforce housing initiatives such as development of housing incentives package, Opportunity Zone prospectus, support for LIHTC project, and Trujillo Road project. Purchased half-acre parcel on S. 5<sup>th</sup> Street for public-private workforce housing project.
- Provided a successful municipal election in April 2020 and special election in July 2020 with a question regarding tax increment financing requirements.
- Collected and uploaded burial data for Hilltop Cemetery into the Legacy Mark Cemetery Program and completed a survey of cemetery plots and boundaries.
- Assisted stakeholders in master planning for Yamaguchi South with awarded DoLA planning grant.
- Adopted investment policy and purchasing policy to ensure sound fiscal management.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1C: Increase Beautification of Downtown Core: Develop and implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 1I: Enhance East Side Gateway
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2B: Complete River Walk Project
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 2E: Increase Bicycle Mobility
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3C: Explore and Expand Downtown Parking Capacity
- Council Objective 3D: Consider Acquisitions of Key Property Locations
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Council Objective 3G: Emergency Preparedness Planning
- Council Objective 3H: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Fund
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5A: Adopt Financial Policies for the Town for Procurement and Contracting, Savings, and Debt Strategies
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals

- Council Objective 5C: Review Public Warning Signage
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas
- Council Objective 5E: Explore Bringing Attorney on Staff vs. Contracting
- Council Objective 5F: Explore Bringing Engineering on Staff vs. Contracting
- Council Objective 5G: Ensure Appropriate Employee Compensation Package
- Council Objective 5H: Reevaluate and Restructure Town Project Bidding Procedure
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding
- Council Objective 5K: Council Structure
- Council Objective 6A: Encourage Development of Affordable Housing
- Council Objective 6C: Engage in Economic Development Attraction Efforts
- Council Objective 6N: Partner with Rotary for 4th of July Parade
- Council Objective 6O: Partner with Pagosa Peak Open School for Building Purchase

**2021 Goals and Objectives:**

- Work with departments to implement projects and priorities. Ensure that 2020-2021 Council Goals and Objectives are addressed. The Town Manager is responsible for ensuring that progress is made on all objectives. Specifically, the Administration Department will manage all of these in cooperation with other departments.
- Implement training for Town Council and advisory boards on standards of conduct and ethics.
- Work with new contracted staff (Communications Manager, Town Realtor, Town Attorney) and others to address Council objectives.
- Hold additional department records clean-up days to provide better records management throughout all departments.
- Develop a dedicated online recruitment page for boards and commissions and schedule open house for the public in order to enhance community outreach methods.
- Continue to evaluate and improve the Town's online presence and communication on town issues.

# Building and Fire Safety

Margaret Gallegos, Building and Fire Code Official

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## Overview:

The Department of Building and Fire Safety is tasked with the implementation and enforcement of building and fire codes, which are adopted by the Town of Pagosa Springs. These codes establish the minimum requirements to safeguard the public health, safety, and general welfare, ensuring structures have adequate strength, means of egress, stability, sanitation, adequate interior light and ventilation, and energy conservation. The Department conducts plans examinations and inspections of new construction and interior improvements. The Department also conducts quarterly, semi-annual and annual business and vacation rental inspections to verify that structures are built and maintained in a safe manner. The goal is to protect occupants and property from fire and other hazards, and to provide safety to firefighters and emergency responders during emergency operations.

## Core Services:

The primary function of the Department is to ensure buildings are safely designed and constructed for use by visitors and citizens of Pagosa Springs. This is achieved through providing ongoing building safety education to citizens, designers, and contractors, and thorough plan review, permitting, and inspection of residential and commercial buildings as they are constructed or renovated. The Department also provides support to the Public Works Department with processing and issuing road cut permits. Cooperation and support is provided by the Building Department to Pagosa Area Water and Sanitation District (PAWSD), Pagosa Fire Protection District, Archuleta County, all Town of Pagosa Springs departments, and other public and private entities. The Building Official serves as the Department Director, Building Official and Fire Code Official. As Fire Code Official, the Building Official also responds to property hazards, such as fires, to assess health hazards, investigate and make a final determination about the structural integrity of the building or residence. Other Department code certifications and trainings include, but are not limited to, areas of building, residential, energy, existing buildings, fuel gas, fire, mechanical, property maintenance, swimming pool and spas.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$188,501	\$222,435	\$252,373	\$238,686	\$259,655
	Capital Fund	\$1,971	\$0	\$0	\$0	\$0

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$168,236	\$207,942	\$229,793	\$227,146	\$239,075
	Commodities	\$9,148	\$7,873	\$9,680	\$5,940	\$7,680
	Contractual	\$11,117	\$6,620	\$12,900	\$5,600	\$12,900

**Personnel:**

The following table displays total personnel in division. No new positions are anticipated in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Building and Fire Code Official	1	1	1	1	1
	Permit Tech/Plans Examiner	1	1	1	1	1
	Building and Fire Inspector	1	1	1	1	1
<b>Total Personnel</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**2020 Accomplishments:**

- Department Handouts: Updated outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public.
- Outreach/Programs: Developed and implemented a building and fire safety program, outreach tool for code enforcement, inspection outreach with contractors and educated contractors on new code changes. Worked to build a win-win relationship with business owners through fire safety inspections to be able to obtain a common goal of protecting the public and property.
- Professional Development: Continued efforts to train Building Department staff and receive pertinent certifications.
- Time Management Efficiency: Established and administered policies and goals for departmental personnel in time management and work flow efficiency.
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5J: Nuisance Code Enforcement
- Council Objective 6C: Engage in Economic Development Attraction Efforts (streamline new business development rules and provide educational pieces on steps to starting a business)

**2021 Goals and Objectives:**

- Code Enforcement: Establish and administer procedures for processing and approval of notices and orders, right of entry, abatement and legal due process. Implement Code Enforcement tracking and reporting procedures utilizing the Town’s CitizenServe software.
- Foster an approachable Department for residents, builders, designers, architects, engineers and developers to encourage safe, positive community growth.
- Provide continued education and cross training for staff members in aspects of building, fire and residential codes, inspections and plan review.
- Work with the builders committee to seek collaboration and conformance between the Town of Pagosa Springs and Archuleta County Building Departments where possible and receive policy and customer service feedback from the development community.

- Update and provide informational handouts and maintain Department website with current building and fire code information.
- Continue to streamline Department record management to encompass all components of building and fire safety files, plans and reports.
- Council Objective: Land Use Development Code
- Council Objective: Workforce Housing
- Council Objective: Town/County Collaboration
- Council Objective: Council Chambers Update/Town Hall Remodel or Addition
- Council Objective: Town Development



**Councilmembers Touring New Town Maintenance Facility During Construction**

# Municipal Court

Candace Dzielak, Court Administrator

## Overview:

The Pagosa Springs Municipal Court maintains an independent judiciary to dispense justice fairly and quickly. Municipal Court adjudicates adults and juveniles for status, petty, and misdemeanor offenses occurring within the Town’s corporate boundaries. Municipal Court adjudicates additional violations of the Municipal Code including, but not limited to, traffic, nuisance, building, sign, and land use violations. Municipal Court holds juvenile offenders accountable to the community for their criminal behavior by using pre-sentence conferences, creative sentencing, and by taking the time necessary to make a positive difference in their lives.

## Core Services:

Municipal Court is conducted five days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencings, and accountability hearings. The Court Administrator/Probation Officer provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths’ homes. The Probation Officer performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court. The Court Administrator and Court Clerk, when required, do pre-sentence investigations by interviewing offenders, researching the National and Colorado Crime Information Centers (NCIC/CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 24-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for more than 39 years. Youth, for their first criminal offense, may choose to appear, with their families, for a CYTF pre-sentence staffing and enter into a Diversion Agreement. The Court Clerk and Deputy Court Clerk serve as Victim/Witness Coordinators who prepare, send, and receive Victim Impact Statements. The Court Clerk performs as Collections Investigator to assign delinquent accounts to debt recovery. The Deputy Court Clerk performs the duties of Community Service Coordinator to assign adjudicated adults and juveniles to volunteer opportunities within the community.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$316,899	\$350,008	\$366,488	\$337,343	\$386,760
	Capital Fund	\$3,827	\$0	\$0	\$0	\$0

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$245,833	\$271,968	\$287,628	\$258,967	\$298,624
	Commodities	\$9,840	\$12,154	\$11,950	\$11,410	\$15,250
	Contractual	\$61,226	\$65,886	\$66,910	\$66,966	\$72,886

**Personnel:**

The following table displays total personnel in division. No new positions are anticipated in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Municipal Court Judge	.5	.5	.5	.5	.5
	Court Administrator / Probation Officer	1	1	1	1	1
	Court Clerk	1	1	1	1	1
	Deputy Court Clerk	1	1	1	1	1
	<b>Total Personnel</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

**2020 Accomplishments:**

- Appointed a presiding judge in March 2020. The presiding judge maintains regular office hours.
- Hired the position of Deputy Court Clerk in November 2019. Onboarding was successful. The Deputy Court Clerk acquired her notary certification and her Operator Security Number with the Colorado Bureau of Investigation.
- Implemented policies to ensure compliance with HB 19-1225/C.R.S. 16-4-113 to include review of all outstanding arrest warrants.
- Reviewed and assessed juvenile expungements as required by 13-10-115.5.
- Presiding Judge, Court Administrator, and Court Clerk modified court forms as required to ensure compliance with legislative changes.
- Continued the contract with the Office of Alternate Defense Counsel (OADC) to evaluate court-appointed defense counsel to ensure compliance with SB18-203.
- Provided in-office and online training for new staff. This training continues and is time intensive as the court attempts to introduce and familiarize the Presiding Judge and Deputy Court Clerk with the accountability court model and problem solving/conflict resolution practices.
- The Municipal Court calendar was permanently increased to five days per month to accommodate client volume and ensure the fidelity of court services.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming management control agreements and training staff on CJIS security requirements.
- Continued the contract with Integral Recoveries for debt recovery of delinquent accounts.
- The Court Administrator continues the process of reviewing legislative actions to determine the required changes to the Municipal Code.

**2021 Goals and Objectives:**

- Court Administrator will work in conjunction with the Town Attorney to finalize an intergovernmental agreement with Archuleta County to transition inmate processing from the La Plata County Jail to the newly completed Archuleta County Jail.
- Explore options to implement virtual meetings and video court proceedings.
- The hiring process for an additional Judge Pro-Tempore will begin.
- The hiring process for prosecutor pro-tempore will continue.

- Court staff will continue updating the Court’s webpage to enhance the information provided. Updated information will include the names and positions of newly hired and appointed staff, an updated court calendar, and revised procedures, if any, implemented by the judge.
- Enhance the Court’s community service program. Increase outreach to community agencies to expand useful public service opportunities for adults and youth adjudicated by Municipal Court.
- Court staff will continue compliance with SB18-203. Court-appointed defense counsel will be hired through a transparent process and will be hired upon merit-based criteria.
- Council Objective: Town and County Collaboration
- Council Objective: Council Chambers/Municipal Courtroom Update and Town Hall Remodel



**View of Town from Reservoir Hill**

# Parks & Recreation – Parks Maintenance Division

Darren Lewis, Parks & Recreation Director  
 Richard McNeill, Parks Maintenance Supervisor

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**Overview:**

The Parks Maintenance Division of the Parks and Recreation Department maintains all existing parks, trails and open space facilities within the town’s corporate boundaries and the grounds surrounding all town buildings. This division’s daily work includes coordinating with other town departments, other governmental entities and agencies, and individuals to monitor and maintain all park grounds, trails and facilities for safety, aesthetics, ecological health, and compliance with governmental guidelines. The division performs needed upgrades and maintenance operations.

**Core Services:**

The Parks Maintenance Division maintains all public grounds in the Town. Staff monitors and maintains the safety and aesthetic values of all grounds and ensures the maximum availability of Town facilities for visitors and residents alike. The Division administers parks reservations for special events, and acts as Town liaison with parks users. Staff coordinates with the Recreation Division on field maintenance and scheduling and develops and plans new park facilities and improves existing park spaces. Staff also serves as horticultural consultants to the public and coordinates community-service horticultural projects, conducts snow-removal operations coordinated by the Public Works Department, operates and maintains the skate park and all other parks amenities, and monitors and maintains mitigation areas including the town’s conservation easement. The Division manages tree plantings, trimming and removals, trail maintenance, noxious weed control and removal, and beautification projects within the Town.

**All Funds Expense Summary**

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All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Capital Fund	\$353,314	\$402,276	\$451,751	\$363,535	\$429,553
	Conservation Trust Fund	\$84,798	\$56,725	\$103,427	\$101,099	\$107,000
	Impact/Trust Fund	\$30,152	\$10,715	\$59,658	\$11,435	\$64,700

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$255,752	\$296,729	\$344,791	\$243,835	\$311,073
	Commodities	\$97,563	\$105,547	\$106,960	\$119,700	\$118,480
	Property Acquisition	\$409,869	\$0	\$0	\$0	\$0

**Personnel:**

The following table displays total personnel in the Division. In late 2020, the division was restructured and a Parks Supervisor position was added. Seasonal personnel for 2020 was limited to three positions instead of seven for budgetary reasons related to COVID 19. Seasonal employees assist the Parks Maintenance Division in the summer months with weeding, cleanup, mowing, flower bed maintenance and trash removal. These are not included in the personnel numbers below.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Parks Supervisor	0	0	0	1	1
	Parks Crew Leader	2	2	2	0	0
	Parks Maintenance II	1	1	1	1	1
	Parks Maintenance I	0	1	1	2	2
	<b>Total Personnel</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**2020 Accomplishments:**

- Reservoir Hill: Irrigation was added to the meadow as well as new sod, new railing on steps, cement pad poured.
- River Center Ponds: Continued Maintenance
- Centennial Park: New Irrigation clock, continued maintenance
- Town Park: Grass seed was installed as well as EWF mulch at the playgrounds.
- South Pagosa Park: Continued maintenance
- Yamaguchi Park: Rock was installed along 5<sup>th</sup> St. Continued maintenance
- Trails: weed control and continued maintenance

**2021 Goals and Objectives:**

- Staff will continue to maintain and groom the town’s parks.
- Staff will perform maintenance along trails.
- Staff will assist with maintenance of planters and town-planted right of way areas.
- Contract for tree trimming and removal as needed.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continuing to thin trees and brush where needed for fire mitigation.
- Centennial Park: Strengthen turf through increased maintenance.
- Town Park: Strengthen turf through increased maintenance. New options for irrigation at Dr. Mary Fisher Park will be explored.
- South Pagosa Park: Continue to improve the landscaping.
- Yamaguchi Park: Strengthen turf and focus on maintenance.
- Cotton Hole Park: Complete the Hermosa River Walk trail connector, add signage and other amenities.
- Complete design and engineering for Harman Hill phase of the Town to Lake Trail with the goal of construction in 2022.
- Complete construction of the Hermosa Riverwalk/Cotton Hole trail
- Improve the boater takeout at Mesa Canyon on Trujillo Road.
- Council Objective: Streets, Sidewalks, Trails – Town to Lakes Trail, Cotton Hole/Riverwalk, Trails and sidewalks development and Yamaguchi South

- Council Objective: Advisory Boards – Quarterly strategic partnership meetings/check-ins (Parks and Recreation Advisory Board)
- Council Objective: Community Connections
- Council Objective: Parks and River Access
- Council Objective: East Side Gateway



**Parks Crew Member Tye Davidson Makes Improvements for Planting and Drainage**

# Parks & Recreation – Recreation Division

Darren Lewis, Parks & Recreation Director

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## Overview:

This Recreation Division, which includes the Community Center, works to provide affordable services and spaces for all ages and diverse groups to gather for social, sports, civic, art and culture, educational, business and faith-based activities. This Division creates and coordinates activities for the benefit of the entire community. The Division also coordinates with other governmental agencies to identify opportunities to provide additional recreation planning and facilities, and reviews programs, policies, equipment, facilities, and events to ensure that the public’s recreation needs are being met. Staff also identifies and authors appropriate grants when feasible. The Division reports to the Parks and Recreation Director and recommends and implements changes when appropriate to improve services and facilities. The Division includes five full-time employees and 15-20 seasonal, part-time employees (referees, umpires, instructors, KIDS Camp counselors, etc.).

## Core Services:

Daily operations of the Recreation Division include scheduling reservations for room rentals, facilitating community events, workshops, classes, and programs held in the Ross Aragon Community Center, as well coordinating, advertising and hosting several community events. The Division also directly administers 20 programs: youth basketball ages 7-8, 9-10, 11-12; youth baseball ages 5-6, 7-8, 9-10, 11-13; adult softball men’s and co-ed; adult soccer; adult co-ed volleyball; youth soccer ages 3-4, 5-6, 7-8, 9-10, 11-12; youth volleyball ages 9-10, 11-12; youth gymnastics ages 3 and up; and Arts and Crafts ages 9-13. During the summer months, the Division also administers the summer youth program (Kickin’ It During Summer-KIDS). The administration of these programs includes the provision of equipment, instruction, team uniforms, game officials, awards, first aid, and criminal background checks for volunteers, coaches and officials, and weekly news articles and press releases. Some programs were cancelled in 2020 due to COVID-19 restrictions. In 2021, all programs, including KIDS camp, will be provided.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$479,150	\$509,588	\$532,285	\$409,889	\$554,831
	Capital Fund	\$5,487	\$0	\$0	\$0	\$0
	Impact/Trust Fund	\$25,000	\$7,050	\$7,804	\$0	\$7,838

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$364,916	\$389,870	\$401,830	\$328,636	\$427,031
	Commodities	\$106,703	\$115,178	\$125,655	\$80,101	\$123,000
	Contractual	\$7,531	\$4,540	\$4,800	\$1,152	\$4,800

**Personnel:**

The following table displays total personnel in the division. No new positions are anticipated in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Parks & Recreation Director	1	1	1	1	1
	Event Coordinator	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Recreation Coordinator	2	2	2	2	2
	<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**2020 Accomplishments:**

- COVID 19 guidelines eliminated rec programming from March 2020 through July, 2020. During that time, staff were reallocated for parks maintenance. Staff has done an excellent job introducing recreation programming back into the community in August 2020 using the current guidelines in place.
- Staff made improvements to and promoted the community center exercise room.
- The Division continued to strive to improve current community events and brainstorm for new events to offer, including reaching out to club sports to offer space for their programs.
- Recreation programs continued to be popular and served hundreds of area youth and adults while they were available. Staff anticipates this level to remain the same each year, as most programs are approaching maximum capacity due to restraints imposed by a lack of expanding infrastructure/facilities.
- Installed new roof extension/overhang on the north side of the building to address snowmelt.
- Staff again coordinated the organization’s employee wellness program “Moving and Grooving.”

**2021 Goals and Objectives:**

- Replace old tables in conference rooms.
- In 2021, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- Work within any COVID-19 guidelines to offer the KIDS camp in 2021.
- Work within any COVID-19 guidelines to offer recreational programs for adults and children in 2021.
- The Division will continue to engage the school district and Archuleta County regarding opportunities to offset the town’s cost of providing most of the community’s organized recreation programs.
- Council Objective: Town/County Collaboration
- Council Objective: Community Connections

# Planning

James Dickhoff, Planning Director

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## Overview:

The Planning Department’s main responsibilities are providing direction to applicants and reviewing development projects for compliance with town codes and policies, and when necessary, presenting applications and staff analysis to the respective decision-making bodies for their consideration (Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board).

The Planning Department also: provides technical assistance to other departments; implements the adopted Land Use Development Code, Comprehensive Plan, Downtown Master Plan, Regional Parks, Recreation, Open Space and Trails Master Plan and the Town to Pagosa Lakes Trail Master Plan; conducts ordinance development and drafting; and provides code enforcement assistance; provides customer service to the public and staffing services to Town Council, Planning Commission and the Historic Preservation Board. The Department also administers the FEMA Flood Plain and Storm Water containment regulations on behalf of the town. Staff works with CDOT regarding highway access issues, roadway and trail projects, grant administration, coordination of projects along the highway corridors and future infrastructure improvements. The Town's Planning Department works closely with the Building Department and other town departments on all development issues.

## Core Services:

The primary responsibility of this department is the administration and implementation of the town’s adopted Land Use and Development Code, Comprehensive Plan, Downtown Master Plan, and other adopted long range planning documents and other initiatives as directed by Town boards and Town Council. The department provides staff to the Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$234,705	\$199,040	\$293,832	\$248,885	\$406,035

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$155,840	\$167,303	\$237,452	\$215,009	\$245,855
	Commodities	\$12,227	\$10,965	15,780	\$10,476	\$12,280
	Contractual	\$66,639	\$20,773	\$40,600	\$23,400	\$147,900

**Personnel:**

The following table displays total personnel in the Department. One new position was added in late 2019, an Associate Planner. This employee was hired in March of 2020. No new positions are anticipated for 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Planning Director	1	1	1	1	1
	Senior Planner	0	1	1	1	1
	Associate Planner	1	0	1	1	1
	<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

**2020 Accomplishments:**

- Continued to work with the engineer consultants for the Historic Rumbaugh Creek Bridge retaining wall restoration project.
- Coordinated property easements for Lewis Street Alley formalization and drainage improvements.
- Continue to work with the Parks and Recreation Department, engineer consultants and property owners on the Harman Hill phase of the Town to Pagosa Lakes trail project.
- Conducted Hermosa Street property owner meetings regarding upcoming trail project and proposed driveway connections.
- Coordinated efforts for town purchase of Trujillo Road San Juan River public take out.
- Continued to identify incorrect property addressing and initiated a correction process with property owners to ensure emergency response efficiency, shipping deliveries, etc.
- Initiated an ARC GIS online platform and started populating data. This platform also allowed staff to update the town zoning map in-house and provide static and interactive zoning maps.
- Continued to work with property owners in the Country Center Shopping Center to address access concerns and encouraged the formation of an association to jointly work on access improvements and the future N. Pagosa Blvd road improvements.
- Continued to attend a number of training sessions on affordable housing strategies.
- Provided coordination efforts for monthly meetings of the Housing Coalition, which includes representation from existing regional and local housing provider organizations.
- The Planning Director is participating in the Upper San Juan River Watershed Enhancement Partnership workgroup for phase two of a stream management plan consistent with the direction from the state’s water plan.
- The Planning Director has been participating as a core member with “Resilient Archuleta” to identify community resiliency planning efforts.
- Continued to perfect the CitizenServe permitting program for the planning department application processes, ensuring all applications are entered into the system and ensuring user friendly functionality.
- Welcomed a new Associate Planner position on board in March and have been reassigning tasks within the Department for better customer service and process efficiency.
- Converted paper property plats and annexation plats into electronic files and have started converting other paper files into electronic records.
- Participated in the drafting of the East End Multi Modal Planning grant application which resulted in a \$158,000 awarded grant through CDOT.
- Serves as the town’s liaison with the Pagosa Springs Arts Council “Pagosa Arts Initiative.”

- Participated on the Archuleta Joint Utility Committee, a committee that contains representation from all area public utility providers and governmental agencies, meeting monthly to share information, coordinate efforts and educate the community on safe digging practices.
- Continued to attend trainings on the Colorado Main Street Program and Downtown Colorado, Inc. in an effort to seek Main Street designation and to utilize resources to assist with downtown beautification, historic preservation and economic development efforts.
- Developed new permit regulations and application process for Outdoor Commercial Establishments to replace the previous Temporary Use Permit process for vendors.
- Conducted a downtown and community survey regarding the success of the Pedestrian Crossing Flag program.

### **2021 Goals and Objectives:**

- Coordinate the update/rewrite to the Land Use Development Code to ensure that standards support the goals as set forth in the 2018 updated Comprehensive Plan and Smart growth America Report, ensuring streamlined application processes and collaboration with County LUDC if possible.
- Continue to work with the Parks and Recreation Department Director on the final design for the Harman Hill Town to Pagosa Lakes Trail phase and staging the project for construction in 2022. Also, work on beginning the process of securing easements for the trail segments between 10<sup>th</sup> and Harman Park Drive.
- Participate in the RFP and contractor bid review process for the construction of the Hermosa Street Riverwalk extension.
- Assist and participate in the master planning public process for the former lagoon property “Yamaguchi South.”
- Continue to identify opportunities for securing ROW for the Access Control Plan secondary road network.
- Continue to seek opportunities to improve trail and sidewalk connectivity.
- Work with river user groups and community to finalize the River Corridor master plan.
- Involvement in planning and coordinating securing river access with PAWSD, SJWCD, CPW and the Friends of the Upper San Juan.
- Coordinate and oversee the consultants and community engagement for the East End Multimodal planning grant process.
- Continue working with regional housing organizations and the planning commission to identify opportunities for workforce housing and to develop policy code amendment recommendations in support of workforce housing.
- Continue to work with local businesses in their endeavor to align their businesses to deal with COVID restrictions and ensure fast response times for inquiries and application processing.
- Research, propose and implement beneficial community engagement processes as a means to ensure inclusion of all demographics and cultures. This may include topic specific public input sessions, neighborhood specific meetings, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Continue to improve the CitizenServe permitting program for department application processes, ensuring a user-friendly system that is maintained and collected data is useful.
- Consider options for restructuring and reorganizing a Historic Preservation Board.
- In conjunction with other Town Departments, develop recommendations for updates and inclusions into the 10-year capital improvement plan and present recommendations to the Town Manager.

- Continue to work with CDOT for project coordination, identifying future improvements, and quarterly staff meetings.
- Develop recommendations for a downtown parking policy, including potential LUDC amendments for code amendments.
- Continue to work with the Arts Council by identifying potential community art projects and researching the potential to create a public arts program and policy and potential arts advisory board.
- Continue to advocate for and assist in the coordination of pedestrian crosswalk safety improvements throughout downtown.
- Oversee phase two of the Rumbaugh Creek Bridge restoration project and administer the awarded SHF \$200,000 grant.
- Council Objective: Land Use Development Code
- Council Objective: Streets, Sidewalks, Trails
- Council Objective: Advisory Boards
- Council Objective: Community Communications
- Council Objective: Parks & River Access
- Council Objective: Urban Development Authority
- Council Objective: East Side Gateway
- Council Objective: Workforce Housing
- Council Objective: Historic Preservation/Downtown
- Council Objective: Parking
- Council Objective: Land Acquisition Strategy
- Council Objective: Town Development



**Senior Planner Cindy Schultz Facilitates a Community Meeting**

# Police

William Rockensock, Police Chief

## Overview:

The Pagosa Springs Police Department is responsible for serving and protecting both the citizens of and visitors to Pagosa Springs by providing the most effective law enforcement services possible 24 hours every day, seven days each week, 365 days a year using limited resources as efficiently as possible.

## Core Services:

The Police Department conducts a full array of police services that include, but are not limited to: responding to routine calls for police service; rendering emergency service; managing emergency situations and crime scenes; enforcing criminal laws and traffic regulations; investigating violations of criminal laws and traffic accidents; performing security and traffic control for special events; providing training and information for civic organizations, businesses, schools and individuals; and assisting other law enforcement and emergency service agencies.

As of September 22, 2020, the Police Department has one vacant police officer position. Being fully staffed will make it easier to manage overtime and leave and will allow for more consistent community interaction at special events.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	General Fund	\$921,006	\$972,869	\$1,156,566	\$1,077,266	\$1,276,601
	Capital Fund	\$95,315	\$28,780	\$71,200	\$68,140	\$83,500

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$632,767	\$666,639	\$799,278	\$727,278	\$872,001
	Commodities	\$41,964	\$43,840	\$47,000	\$47,700	\$53,700
	Contractual	\$246,276	\$262,391	\$310,288	\$302,288	\$350,900

## Personnel:

The following table displays total personnel in the Department.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Chief of Police	1	1	1	1	1
	Lieutenant	1	1	1	1	1
	Detective	1	1	1	1	1
	Corporal	1	1	1	1	1

Police Officer	4	4	4	4	4
Community/School Resource Officer	0	0	1	1	1
Administrative Assistant	1	1	1	1	1
Digital Records clerk	0	0	0	0	.5
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	0	0	.5	.5	.5
<b>Total Personnel</b>	<b>9.5</b>	<b>9.5</b>	<b>11</b>	<b>11</b>	<b>11.5</b>

### 2020 Accomplishments:

- As of September August 25, 2020, 491 incident reports have been generated.
- The department has investigated and completed 76 accident reports.
- Calls for service through August 25, 2020, were over 4500, an increase over 2019.
- To date, officers have completed training in compliance with the Peace Officers Standards Training (POST) Board requirements, including Arrest Control, Emergency Vehicle Operations, Firearms, verbal de-escalation, ethics, and use of force.
- Officers have received over \$10,000 in scholarship funding for advanced training.
- The current police department operations policy is compliant with all state and federal law and best practices nationally within the law enforcement community. Officers are required to test daily on current policy provided by electronic Daily Training Bulletins (DTBs) which are tracked and managed to reduce the Town's liability.
- The department received a Colorado POST grant for in-service training in the amount of \$3000 for the 2020/2021 state fiscal year.
- The department received a Colorado Department of Transportation grant for DUI enforcement for the 2020/2021 state fiscal year.
- The department has continued the responsibility of managing Sex Offenders Registrations for sex offenders living within the Town limits.
- The department continued the police mountain bike patrol program.
- The department continued the community resource/ school resource officer position to work in the local schools. This position was returned to community resource officer two months earlier than anticipated due to COVID-19 closures of the schools.
- The department received a Community Block Grant of \$4,500 and purchased video and audio equipment for community presentations and events.
- The department hired a new police officer recruit and established an agreement to hire them as they proceed through the police training academy.
- The department went live with a new mobile CAD system for four patrol vehicles. This system allows officers to be more productive, reduces redundancy with dispatch, provides quicker access to more complete information, and increases officer safety. Once fully implemented, the mobile CAD system will reduce the dependency on dispatch.

### 2021 Goals and Objectives:

- Fill the remaining open police officer position and increase current staffing levels.
- Provide continuing education and advanced training for officers.
- Obtain POST in-service grant funding for 2021/2022.
- Increase traffic safety and reduce impaired driving offenses.
- Manage increasing requirements in digital records and body camera footage as required by recent state-enacted laws through a new part time digital records Clerk.
- Continue and increase bicycle patrol program.

- Increase public education and outreach programs, utilizing the community resource officer and equipment obtained from the community block grant.
- Continue to community/school resource officer position in the school district.
- Continue implementation of the mobile CAD system for the remainder of patrol officers.
- The department will help facilitate the Community Drug Takeback Program.
- Council Objective: Community Communications
- Council Objective: Parking Enforcement
- Council Objective: Traffic Management



**Lt. Brown Helping to Celebrate a Young Boy's Birthday During COVID-19**

# Public Works – Streets Division

Martin Schmidt, Public Works Director  
 Branden Lattin, Streets Supervisor

## Overview:

The Streets Division of the Public Works Department provides year-round service, maintenance of all town streets, signs and lighting. The Division also provides service to the cemetery, parks, trail preservation, maintenance of drainage and sidewalks. The Streets Division assists other staff, when needed, with the town geothermal system and the needs of the Sanitation District.

## Core Services:

- Maintaining all streets by filling potholes and cracks and replacing asphalt.
- Grading and applying additional base to gravel roads or chemical for dust control.
- Keeping lighting, signs, and drainage in good condition.
- Plowing snow from streets, alleys, sidewalks and parking areas throughout town.
- Repairing and replacing cracked or broken town sidewalks.
- Participating in special events and town functions as traffic control and fireworks team.
- Responsible for organization and participation of town wide clean up weeks.
- Provides general cemetery care and road maintenance, location and sale of plots.
- Geothermal service of leaks, temperature control, and proper function.
- Service and maintenance to department vehicles and equipment, and organization and maintenance of town shop property.
- Installation of banners, flags, and signs for special events in the town.
- Coordinating with engineers, contractors and sub-contractors on capital projects.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Capital Fund	\$566,157	\$654,218	\$701,305	\$713,869	\$833,622
	Impact Fund	\$0	\$0	\$147,547	\$162,400	\$0

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$322,525	\$402,071	\$445,715	\$417,708	\$528,832
	Commodities	\$190,180	\$200,639	\$205,590	\$239,890	\$252,590
	Contractual	\$53,453	\$51,508	\$50,000	\$56,271	\$52,200
	Equipment	\$10,923	\$374,716	\$68,500	\$65,000	\$78,000

## Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Public Works Director	1	1	1	1	1
	Streets Supervisor	0	1	1	1	1
	Equipment Operator III	1	0	0	0	0
	Equipment Operator II	1	1	2	2	3
	Equipment Operator I	2	2	2	2	1
	<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 2020 Accomplishments:

- Seal-coated roads throughout downtown
- Continued maintenance projects per the Pavement Assessment Plan for all town roads
- Continued maintenance of department vehicles
- Application of gravel to town alleys
- Changed and improved striping on town streets
- Put up seasonal banners
- Crack sealed an annual record number of roads
- Worked on drainage issues throughout town
- Replaced/ground broken sidewalks in town
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1B: Enhance Regular, Ongoing Road Maintenance and Improvements
- Council Objective 1C: Develop and Implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1I: Enhance East Side Gateway
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2C: Ensure Appropriate Traffic Signage Throughout Town
- Council Objective 2D: Ensure Appropriate ADA Compliance to Be Accessible for All
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3C: Explore and Expand Downtown Parking Capacity
- Council Objective 3I: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 5C: Review Public Warning Signage
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding

- Council Objective 6N: Partner with Rotary for 4th of July Parade

**2021 Goals and Objectives:**

- Continue implementation of pavement preservation and road maintenance plan by applying seal coating, crack sealing, and contracting out for mill and overlay of town roads.
- Continue to implement plan for ongoing upkeep of sidewalks, curbs and gutters.
- Ensure appropriate traffic signage throughout town.
- Continue to partner with CDOT on Hwy 160 projects.
- Continue providing enhanced maintenance at the Hill Top Cemetery and work on gateway signage and fencing at Pioneer Cemetery.
- Council Objective: Streets, Sidewalks and Trails
- Council Objective: Community Connections
- Council Objective: Parks and River Access
- Council Objective: East Side Gateway
- Council Objective: Road Maintenance
- Council Objective: Parking



**Town Maintenance Facility Groundbreaking**

# Public Works – Facilities Division

Martin Schmidt, Public Works Director  
Dennis Ford, Facilities Supervisor

## Overview:

The Facilities Maintenance Division performs a variety of facility and building maintenance and preventive maintenance duties for Town Hall, Community Center, Visitor Center, Maintenance Facility and Geothermal utility. Work performed includes skilled and semi-skilled carpentry, custodial, electrical, plumbing, and mechanical duties.

## Core Services:

The Facilities Maintenance Division’s main duty is to provide preventive maintenance and repair, when needed, to the town facilities listed above. These duties also include investigating maintenance complaints, performing building safety inspections, and ensuring compliance with proper work methods and CIRSA recommendations. The Division works closely with all other departments and is available to assist when necessary. Staff maintains records of completed maintenance and repair work and responds to requests for emergency repairs. In order to keep a smooth facilities management program, staff orders supplies and maintains an inventory of parts and schedules, and directs and participates in remodeling of facilities. During the winter season, this division is responsible for removing snow from the Town Hall, Community Center and Visitor Center parking lots and walkways. Facilities Maintenance staff also assists with the functions of the Community Center by moving furniture within and between buildings, sets up rooms and meeting spaces, and assists in the set-up and take-down of necessary equipment used in events at the Community Center. The Division is also in charge of custodial services in the Town Hall, Community Center and Visitor Center.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Capital Fund	\$234,637	\$236,751	\$236,288	\$234,069	\$256,657
	Impact Fund	\$0	\$0	\$8,817	\$11,000	\$0

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$186,218	\$198,424	\$204,308	\$204,066	\$216,677
	Commodities	\$17,007	\$30,712	\$22,980	\$23,580	\$30,980
	Contractual	\$31,412	\$7,615	\$9,000	\$6,500	\$9,000
	Building Lease/Purchase	\$18,147	\$18,147	\$18,147	\$87,449	\$0

**Personnel:**

The following table displays total personnel in the division. No new positions are anticipated in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	2	2	2	2
	<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**2020 Accomplishments:**

- The Division continued its cooperation with other departments to provide a high level of service throughout the town.
- Staff continued to work on road, bridge, and sidewalk maintenance projects as needed to provide safe streets and walkways.
- Staff worked closely with the Utilities Division on projects as needed.
- As with every holiday, the Facilities Department will also work with other departments on holiday lighting.
- Staff painted the Hot Springs Bridge and all ADA parking spots throughout Town.
- Used COVID-19 and the associated building closures to deep clean and repair the buildings.
- Staff has awarded a contract to mitigate flooding issues at the community center through the installation of a roof extension/overhang on the north side of the building.
- Council Objective 1A: Build a New Maintenance Facility for Public Works Department (Streets, Utilities and Facilities Maintenance Divisions) and the Parks and Recreation Department (Parks Maintenance Division).
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment

**2021 Goals and Objectives:**

- Staff will continue to maintain town facilities in good condition.
- Work with engineers to survey the condition of existing geothermal distribution lines and replace sections of aging lines as funds allow.
- Staff will work with engineers and architects to assist with the needs assessment and preliminary design of a Town Hall update.
- Staff will document work flows and maintenance procedures with the goal of transitioning this information into the iWorQ system.
- Council Objective: Council Chambers Update/Town Hall Remodel or Addition

# Public Works – Utilities Division

Martin Schmidt, Public Works Director  
Eugene Tautges, Utility Supervisor

## Overview:

The Pagosa Springs Sanitation General Improvement District (PSSGID)’s mission is to protect the environment and public health by providing efficient and economical wastewater collection services for the Town of Pagosa Springs and properties within its service area. These services are managed by the Utility Supervisor, who is licensed to the appropriate level by the Colorado Water and Wastewater Operators Certification Board. The sanitation system includes 190,000 feet of collection main sewer lines with 475 manholes and five lift stations, which includes the newly constructed pumping stations that transport the town’s wastewater to the Vista Wastewater Treatment Plant at Pagosa Area Water and Sanitation District (PAWSD). There are approximately 835 customers using approximately 1425 equivalent units that make up the collection system. The Utilities Division also manages the town-owned Geothermal Heating System in partnership with the Facilities Division and the Streets Division. While personnel of the Division are Town employees, this Division is comprised of two separate funds-the Sanitation Fund and the Geothermal Fund.

## Core Services:

The division’s primary service is to provide the rate payers with a quality utility service that includes operating and maintaining the lift stations and inspecting, cleaning, and repairing the collection system. The division staff responds to emergency calls 24 hours per day, year-round and responds to customer questions and concerns on a timely basis. For the geothermal system, the division will assist with making new taps, repairing leaks, interfacing with customers, and monitoring the geothermal wells.

## All Funds Expense Summary

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Sanitation Fund	\$974,668	\$1,055,260	\$1,306,721	\$1,262,688	\$1,308,117
	Geothermal Fund	\$43,341	\$36,053	\$97,490	\$95,071	\$69,500

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$79,388	\$131,124	\$148,013	\$137,370	\$165,971
	Commodities	\$177,688	\$219,768	\$383,254	\$395,875	\$418,378
	Contractual	\$355,750	\$355,912	\$294,500	\$251,646	\$255,900
	Capital Improvements	\$117,527	\$22,150	\$216,086	\$210,500	\$175,000
	Debt Service	\$287,657	\$362,360	\$362,358	\$362,368	\$362,368

## Personnel:

The following table displays total personnel in the division. There are no new positions added in 2021.

Personnel	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
	Utility Supervisor	1	1	1	1	1
	Utility Operator	0	0	1	1	1
	<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>

## 2020 Accomplishments:

- Installed an odor control solution that accomplished the District's goals.
- A second full time employee in this Division, a Utility Operator, was added in 2019. This additional employee has made a positive impact on repairs and response by the GID and the tasks accomplished in the geothermal system.
- All collection lines, manholes, and lift stations have been imported into the iWorQ work order and inventory system in order to track location, repairs, damage and associated costs.
- GID Rules and Regulations were updated by the GID board.
- Pump replacements were made at the PS 1 and PS 2 lift stations to address long term issues in the pumping system.
- Awarded a contract for design and engineering and installation for the SCADA system update project, which is largely funded through a grant.
- Continued using the new vacuum truck to better maintain the collections system.
- Conducted an assessment of the condition of the collection system and developed a phased replacement plan to prioritize replacements and budget for major upgrades to the collection system over the next several years.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 6F: Explore the Town's Role in Providing Sanitation Collection Services

## 2021 Goals and Objectives:

- Create training redundancy with the Supervisor and Operator positions in order to be prepared for any situation.
- Utilize the digitization of district data and iWorQ to manage and track GID workflow.
- Continue work on the capital improvement plan, specifically the collection line replacement projects through a phased approach.
- Continue to improve processes with other town departments for review of sanitation usage and capacity within the development review process.
- Council Objective: Sanitation
- Council Objective: Geothermal Development
- Council Objective: Town Development

# Tourism

Jennifer Green, Tourism Director

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## Overview:

The Pagosa Springs Tourism Department handles tasks related to the promotion of Pagosa Springs and Archuleta County as a tourism destination. Additionally, the Tourism Department manages, staffs and operates the visitor center, which assists a significant number of visitors annually. The Tourism Department reports to a volunteer advisory board consisting of nine members, the Pagosa Springs Town Council and Archuleta County Board of County Commissioners. The Department plans and implements marketing strategies to attract visitors to Pagosa Springs. The Tourism Department is focused on increasing overnight stays in Pagosa Springs and Archuleta County and increasing overall tourism traffic to Pagosa Springs. The Tourism Department also works with other departments to improve local amenities to encourage repeat visitation from visitors.

## Core Services:

The primary goal is to promote Pagosa Springs as a tourism destination through the following:

- Advertising, including limited print and mostly online, video, press and media relations and social media efforts.
- Work closely with the Colorado Tourism Office and regional destinations to promote Pagosa Springs.
- Work with area event organizers to create events that will attract visitors to Pagosa Springs and also provide more things to do while in town.
- Work with the Town to implement the Wayfinding and Signage Plan and other capital improvements and beautification projects as needed.

## All Funds Expense Summary:

All Funds	Fund	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Tourism Fund	\$751,647	\$883,054	\$989,289	\$1,014,868	\$986,668

All Funds	Use of Funds	2018 Actual	2019 Actual	2020 Amended Budget	2020 Estimate	2021 Budget
	Personnel	\$234,986	\$272,353	\$292,289	\$271,421	\$284,168
	Commodities	\$375,430	\$451,304	\$519,000	\$470,000	\$519,000
	Contractual	\$0	\$10,000	\$10,000	\$9,295	\$16,000
	Visitor Information	\$51,706	\$66,533	\$68,000	\$59,600	\$60,000
	Capital Project	\$89,525	\$82,864	\$100,000	\$204,552	\$107,500

## Personnel:

The following table displays total personnel in the department. No new positions are anticipated in 2021. However, in late 2020, some shifting of position duties occurred among part time staff based on business needs.

	Position Title	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Personnel	Tourism Director	1	1	1	1	1
	Visitor Center Specialist	1	1	1	1	1
	Content Marketing Manager	0	1	1	1	1
	Marketing Coordinator	0	0	0	0	.5
	Visitor Center Staff	.5	.5	.5	.5	.5
	Volunteer Coordinator	.5	.5	.5	.5	0
	<b>Total Personnel</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## 2020 Accomplishments:

- Led effort to create a cohesive, well-branded signage plan for the community.
- Continued to build video content leveraging extensive high definition video library, including adding substantial drone footage.
- Continued to partner with four other destinations (Ouray, Glenwood Springs, Chaffee County and Steamboat Springs) to develop and promote the Historic Hot Springs Loop- a product that has been embraced by the Colorado Tourism Office.
- Continued beautification efforts throughout town, including bike planters adopted by area businesses, development of a digital bike planter scavenger hunt and the continuation of flower baskets on downtown bridges and at the visitor center.
- Began implementing the Destination Master Plan with acquisition of portable event stage for community.
- Continued to enhance social media strategy.
- Launched a trip planning app that allows visitors to build itinerary.
- Made enhancements to website, including upgrading integrations with Customer Relationship Management (CRM) system, booking engine, app, and more.
- Despite COVID, recognized strong growth in lodgers tax for most months.
- Recognized strong growth in website traffic, social media across all channels.
- Continued tracking data on advertising effectiveness for in-market visitation.
- Seamlessly launched “virtual” visitor center during COVID shut down and safely reopened for visitors and staff; Visitor Center now offers more 24/7 availability of information with outside brochures, use of app and phones answered outside of open hours.
- Developed and implemented COVID Recovery Plan, seeking input from Tourism Board, Economic Recovery Task Force, Town Council and more.

## 2020 Measurements:

- Through June 2020, with COVID, lodgers tax is only down approximately 5.07% over 2019.
- Flexibility with visitor center operations given pandemic allowed staff to assist many visitors.
- Pagosa Area Tourism Board continues to be engaged in various membership organizations, such as DMAI, DMA West, CADMO, CAST, TIAC, as well as working closely with the Colorado Tourism Office.

## 2021 Goals and Objectives:

- Continue to see lodgers tax recovery and through continued marketing efforts.
- Continue to identify infrastructure projects that benefit tourists and locals alike.
- Continue to focus on shoulder and winter season growth.
- Help grow and expand area events by providing marketing support to reach an external audience, as well as attract new event organizers to host events in Pagosa Springs.
- Further develop partnerships with the Colorado Tourism Office and regional destinations.
- Continue to monitor and track all marketing efforts and overall performance metrics to maximize effectiveness.
- Council Objective: Streets, Sidewalks, Trails - support Town Council with trail development
- Council Objective: Parks & River Access - support Town Council with efforts to increase river access
- Council Objective: Historic Preservation/Downtown - support Town Council in efforts to preserve and share area history
- Council Objective: Economic Development - continue to support any efforts to diversify local economy

## 2021 Measurements:

- Continued COVID-related recovery.
- Continue to stay abreast of industry trends, work closely with Colorado Tourism Office and continue to develop partnerships around the State and Region.
- Continue to Increase ways to provide visitor information in a variety of formats.
- Advance targeted email marketing efforts.



Pagosa Springs Visitor Center

# FUNDS DETAILS



Treasure Falls

**GENERAL FUND REVENUES**

ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>TAXES &amp; CONTRACTS</b>							
10-31-100	PROPERTY TAX	86,107	85,450	97,077	97,077	97,077	96,611
10-31-200	SPECIFIC OWNERSHIP/MVL	17,339	17,772	17,000	17,000	17,000	17,000
10-31-310	SALES TAX	2,551,903	2,983,074	2,904,809	2,904,809	3,250,500	3,413,025
10-31-420	CIGARETTE TAX	16,108	14,035	16,000	16,000	16,000	16,000
10-31-600	GAS FRANCHISE	39,308	23,289	17,000	17,000	21,000	20,000
10-31-610	TELEPHONE FRANCHISE	6,591	2,200	2,200	2,200	2,200	2,200
10-31-750	CABLE TV FRANCHISE	5,326	4,121	3,700	3,700	3,700	3,800
10-31-770	GROUND LEASE	82,325	85,241	85,000	85,000	88,000	85,000
10-31-810	SEVERANCE TAX	2,765	11,172	7,000	7,000	10,834	10,000
	<b>SUBTOTAL</b>	<b>2,807,772</b>	<b>3,226,353</b>	<b>3,149,786</b>	<b>3,149,786</b>	<b>3,506,311</b>	<b>3,663,636</b>
<b>LICENSES &amp; PERMITS</b>							
10-32-110	LIQUOR LICENSE	15,697	17,866	12,000	12,000	10,000	13,000
10-32-120	MARIJUANA LICENSING	16,500	13,000	12,000	12,000	12,000	12,000
10-32-190	PEDDLERS/BUSINESS LICENSE	13,465	35,565	30,000	30,000	28,000	28,000
10-32-180	VACATION RENTAL LICENSE FEE	5,600	18,000	8,000	8,000	11,000	10,700
10-32-210	BUILDING PERMITS/FEES	71,882	107,376	81,000	81,000	81,000	75,000
10-32-211	PLANNING FEES	14,033	21,957	16,000	16,000	12,500	14,000
10-32-220	CONTRACTORS LICENSE	8,785	14,070	8,600	8,600	12,700	9,000
	<b>SUBTOTAL</b>	<b>145,962</b>	<b>227,833</b>	<b>167,600</b>	<b>167,600</b>	<b>167,200</b>	<b>161,700</b>
<b>INTERGOVERNMENTAL REVENUE</b>							
10-33-410	MINERAL LEASING	1,172	1,203	1,200	1,200	1,914	1,500
10-33-480	SANITATION INSURANCE	17,500	17,500	17,500	17,500	17,500	17,500
10-33-490	SANITATION BOOKKEEPING	25,000	25,000	25,000	25,000	25,000	25,000
10-33-500	GEO THERMAL BOOKKEEP/ INSURANCE	6,000	6,000	6,000	6,000	6,000	6,000
	<b>SUBTOTAL</b>	<b>49,672</b>	<b>49,703</b>	<b>49,700</b>	<b>49,700</b>	<b>50,414</b>	<b>50,000</b>
<b>CHARGES FOR SERVICES</b>							
10-34-630	DHS BUILDING RENTAL/LEASE	31,000	31,000	31,000	31,000	31,000	23,250
10-34-650	RECREATION USER FEES	46,474	40,824	48,000	48,000	13,000	40,000
10-34-680	DEVELOPER REIMBURSEMENT FEES	16,595	1,154	2,000	2,000	2,000	2,500
	<b>SUBTOTAL</b>	<b>94,068</b>	<b>72,978</b>	<b>81,000</b>	<b>81,000</b>	<b>46,000</b>	<b>65,750</b>
<b>FINES &amp; FORFEITURES</b>							
10-35-110	COURT FINES	49,391	44,526	46,000	46,000	45,000	46,000
10-35-115	TRAFFIC SURCHARGES	6,522	4,805	6,000	6,000	4,500	6,000
10-35-125	POLICE FEES & MISC	5,470	6,324	5,000	5,000	3,800	3,500
10-35-740	POLICE GRANT/TRAINING	20,656	20,144	25,000	25,000	20,000	25,000
10-35-750	POLICE CONTRACTED SERVICES	2,025	14,832	33,000	33,000	25,665	33,000
	<b>SUBTOTAL</b>	<b>84,064</b>	<b>90,630</b>	<b>115,000</b>	<b>115,000</b>	<b>98,965</b>	<b>113,500</b>
<b>MISCELLANEOUS</b>							
10-36-110	MISCELLANEOUS	37,619	64,804	20,000	20,000	19,500	20,000
10-36-125	COVID RELIEF FUNDS	0	0	0	500,000	500,000	0
10-39-990	UNBUDGETED INTEREST	32,806	27,039	25,000	25,000	26,000	28,000
10-36-115	ADMINISTRATION IMPACT FEES	500	0	1,397	1,397	1,397	248
	<b>SUBTOTAL</b>	<b>70,925</b>	<b>91,843</b>	<b>46,397</b>	<b>546,397</b>	<b>546,897</b>	<b>48,248</b>
<b>COMMUNITY CENTER</b>							
10-37-110	CENTER RENTALS	24,445	17,842	22,000	22,000	10,500	20,000
10-37-115	EVENT/PROGRAMMING	12,854	7,790	5,000	5,000	65	5,000
10-37-130	KIDS SUMMER YOUTH PROGRAM	62,095	52,832	50,000	50,000	0	50,000
10-37-120	CENTER LEASES	49,708	53,005	55,500	55,500	36,000	50,000
10-37-125	CENTER MISCELLANEOUS	9,690	8,418	8,000	8,000	4,600	8,500
	<b>SUBTOTAL</b>	<b>158,792</b>	<b>139,887</b>	<b>140,500</b>	<b>140,500</b>	<b>51,165</b>	<b>133,500</b>
	<b>GENERAL FUND REVENUE</b>	<b>3,411,255</b>	<b>3,899,228</b>	<b>3,749,983</b>	<b>4,249,983</b>	<b>4,466,952</b>	<b>4,236,334</b>
	Prior Year End Cash Reserve	2,005,495	1,591,031	1,854,207	1,854,207	2,009,272	2,360,315
	<b>TOTAL GENERAL FUND REVENUE</b>	<b>5,416,750</b>	<b>5,490,259</b>	<b>5,604,190</b>	<b>6,104,190</b>	<b>6,476,224</b>	<b>6,596,649</b>

- a 2020 is estimated 9% over 2019 actual and 12% over 2020 budget; 2021 is projected to be 5% over 2020 estimate
- b Assumes 107 vacation rental license renewals (\$200 per renewal split 50/50 with vacation rental surcharge in Impact Fund)
- c Assumes DHS will be moved out of Town Hall in 3rd quarter 2021
- d 2020 is lower due to COVID-19 closures and cancellation of programs
- e School Resource Officer contract with school district; \$33k paid to Town for 3/4 of annual officer expenses
- f Coronavirus Relief Funds distributed in 2020 reimbursed through federal CARES Act funding
- g Due to COVID-19 closures and cancellation of programs, 2020 estimates for these line items are reduced; 2021 assumes revenues nearly normal

GENERAL FUND EXPENDITURES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>GENERAL GOVERNMENT</b>							
10-44-42	ADMINISTRATION DEPARTMENT	783,685	897,265	896,876	896,876	902,519	1,023,377
10-45	BUILDING DEPARTMENT	188,501	222,435	252,373	252,373	238,686	259,655
10-46	PLANNING DEPARTMENT	234,705	199,040	293,832	293,832	248,885	406,035
10-48	MUNICIPAL COURT DEPARTMENT	316,899	350,008	366,488	366,488	337,343	386,760
	<b>SUBTOTAL</b>	<b>1,523,790</b>	<b>1,668,748</b>	<b>1,809,569</b>	<b>1,809,569</b>	<b>1,727,433</b>	<b>2,075,827</b>
<b>PUBLIC SAFETY</b>							
10-51	POLICE DEPARTMENT	921,006	972,869	1,156,566	1,156,566	1,077,266	1,276,601
	<b>SUBTOTAL</b>	<b>921,006</b>	<b>972,869</b>	<b>1,156,566</b>	<b>1,156,566</b>	<b>1,077,266</b>	<b>1,276,601</b>
<b>RECREATION/COMMUNITY CENTER</b>							
10-56-53	RECREATION/COMMUNITY CENTER DEPT	479,150	509,588	532,285	532,285	409,889	554,831
	<b>SUBTOTAL</b>	<b>479,150</b>	<b>509,588</b>	<b>532,285</b>	<b>532,285</b>	<b>409,889</b>	<b>554,831</b>
<b>COMMUNITY SUPPORT SERVICES</b>							
10-75	SERVICE ORGANIZATIONS	62,900	84,000	87,144	87,144	70,467	100,750
10-77	ECONOMIC DEV/COUNCIL INCENTIVES	245,475	137,478	125,000	349,215	351,854	258,675
	<b>SUBTOTAL</b>	<b>308,375</b>	<b>221,478</b>	<b>212,144</b>	<b>436,359</b>	<b>422,321</b>	<b>359,425</b>
<b>OTHER EXPENDITURE</b>							
10-76-100	OTHER EXPENDITURES	615,909	0	4,000	4,000	4,000	0 <sup>a</sup>
10-76-911	COVID-19 COMMUNITY ASSISTANCE	0	0	0	475,000	475,000	0 <sup>b</sup>
	<b>GENERAL FUND EXPENDITURES</b>	<b>3,848,230</b>	<b>3,372,684</b>	<b>3,714,564</b>	<b>4,413,779</b>	<b>4,115,909</b>	<b>4,266,684</b>
	<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>3,848,230</b>	<b>3,372,684</b>	<b>3,714,564</b>	<b>4,413,779</b>	<b>4,115,909</b>	<b>4,266,684</b>
	ANNUAL REVENUES	3,411,255	3,899,228	3,749,983	4,249,983	4,466,952	4,236,334
	ANNUAL EXPENDITURES	3,848,230	3,372,684	3,714,564	4,413,779	4,115,909	4,266,684
	<b>DIFFERENCE</b>	<b>-436,975</b>	<b>526,544</b>	<b>35,419</b>	<b>-163,796</b>	<b>351,043</b>	<b>-30,350</b>
	PRIOR YEAR END CASH RESERVES	2,005,495	1,591,031	1,854,207	1,854,207	2,009,272	2,360,315
	<b>ENDING FUND BALANCE</b>	<b>1,568,520</b>	<b>2,117,575</b>	<b>1,889,626</b>	<b>1,690,411</b>	<b>2,360,315</b>	<b>2,329,965</b>
	RESTRICTED 3% TABOR RESERVE	115,447	101,181	111,437	132,413	123,477	128,001
	<b>UNRESTRICTED RESERVES</b>	<b>1,453,073</b>	<b>2,016,395</b>	<b>1,778,189</b>	<b>1,557,998</b>	<b>2,236,838</b>	<b>2,201,964</b>

a In 2018, funds were spent on purchasing property for Cotton Hole Park and Town to Pagosa Lakes Trail Project-west phase

b Coronavirus Relief Funds distributed in 2020 reimbursed through federal CARES Act funding

ADMINISTRATION DEPARTMENT							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 BUDGET AMENDED	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-44-110	SALARIES	92,673	0	0	0	0	0
10-42-110	SALARIES	151,553	262,560	270,561	270,561	255,118	275,721
10-44-131	FICA	7,048	0	0	0	0	0
10-42-131	FICA	10,304	19,181	20,698	20,698	19,517	21,093
10-44-132	INSURANCE	10,026	0	0	0	0	0
10-42-132	INSURANCE	42,597	72,203	68,075	68,075	66,555	81,496
10-42-134	PENSION	7,394	13,128	13,528	13,528	12,756	19,300
10-44-134	PENSION	4,625	0	0	0	0	0
10-44-133	TRAVEL/DUES/EXPENSES	3,213	0	0	0	0	0
10-42-216	TRAVEL/MEETINGS/DUES	5,188	12,288	8,770	8,770	4,500	11,000
	<b>SUBTOTAL</b>	<b>334,620</b>	<b>379,360</b>	<b>381,632</b>	<b>381,632</b>	<b>358,446</b>	<b>408,610</b>
<b>COMMODITIES</b>							
10-44-202	OFFICE SUPPLIES	112	0	0	0	0	0
10-42-203	OFFICE SUPPLIES	7,269	7,844	8,500	8,500	9,700	8,500
10-42-205	EMPLOYEE TRAINING SUPPLIES	1,424	11,940	16,300	16,300	10,000	14,200
10-42-211	COPIER EXPENSE	3,084	2,987	4,200	4,200	4,200	4,200
10-42-217	RECYCLING/SHREDDING SERVICE	547	478	1,000	1,000	1,000	1,000
10-42-218	UTILITIES-GAS/ELEC/WATER/SEWER	28,272	28,141	30,000	30,000	28,000	31,000
10-44-402	TELEPHONE	607	0	0	0	0	0
10-42-222	TELEPHONE	13,022	13,816	13,800	13,800	14,000	14,000
10-42-230	PRINTING/PUBLICATIONS	1,234	1,944	1,500	1,500	6,500	5,000
10-42-231	MARIJUANA LICENSING	300	158	350	350	0	0
10-42-242	POSTAGE	1,385	1,460	2,500	2,500	2,500	2,500
10-42-248	ELECTION	3,249	0	3,500	3,500	13,100	0
10-42-300	TOWN COUNCIL	27,791	23,020	26,000	26,000	24,000	26,400
10-42-172	EMPLOYEE EDUCATION PROGRAM	0	4,500	4,500	4,500	4,500	1,500
10-44-172	EMPLOYEE EDUCATION PROGRAM	1,500	0	0	0	0	0
10-42-299	EMPLOYEE MERIT BONUS	0	0	15,000	15,000	15,000	0
10-44-420	CONTINGENCY	2,584	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>92,381</b>	<b>96,287</b>	<b>127,150</b>	<b>127,150</b>	<b>132,500</b>	<b>108,300</b>
<b>CONTRACTUAL</b>							
10-42-226	ATTORNEY	0	165,297	115,000	115,000	120,000	155,200
10-44-226	ATTORNEY/LEGAL	144,155	0	0	0	0	0
10-44-281	COMPUTER/SOFTWARE	397	0	0	0	0	0
10-42-228	COMPUTER SUPPORT	25,995	47,016	47,250	47,250	68,000	76,000
10-44-250	FIREWORKS	10,000	11,498	10,000	10,000	10,000	16,000
10-44-251	PARADE - JULY 4TH	0	0	10,000	10,000	7,566	10,000
10-42-221	TREASURER ABATEMENT FEE	329	293	250	250	250	250
10-42-223	TREASURER COLLECTION FEE	1,706	1,637	1,700	1,700	2,000	2,000
10-42-224	DRUG TESTING CDL/RANDOM	312	767	1,000	1,000	1,000	1,000
10-42-229	RECRUITING AND PRE-EMPLOYMENT	4,798	2,114	5,000	5,000	3,000	2,500
10-42-233	COMPENSATION SURVEY 2018	5,479	0	0	0	0	0
10-42-227	AUDITOR	11,250	11,000	11,500	11,500	12,250	12,000
10-42-232	BONDS/INSURANCE	96,411	112,547	116,600	116,600	116,600	123,000
10-42-245	STR BUSINES LICENSE COMPLIANCE	7,500	7,500	7,500	7,500	7,800	7,800
10-42-246	CASELLE SUPPORT	21,101	25,783	23,175	23,175	21,887	23,175
10-42-247	RECORDS AND AGENDA MGMT	7,770	7,625	10,200	10,200	10,242	10,350
10-42-249	HR MANAGEMENT SOFTWARE	0	9,684	10,168	10,168	10,168	10,000
10-42-264	CODIFY CODE	3,560	2,627	1,500	1,500	3,728	2,500
10-42-269	CAFETERIA PLAN ADMINISTRATOR	1,523	1,210	1,000	1,000	1,100	1,100
10-42-510	WEB SITE/GRAPHICS	2,986	3,429	3,600	3,600	4,000	15,000
10-42-	COMMUNICATIONS MANAGER	0	0	0	0	0	25,000
	<b>SUBTOTAL</b>	<b>345,270</b>	<b>410,027</b>	<b>375,443</b>	<b>375,443</b>	<b>399,591</b>	<b>492,875</b>
<b>DUES</b>							
10-44-404	SW ECO DEV./REGION 9	991	991	991	991	1,132	1,132
10-44-405	REGION 9 TRANS PLANNING	347	347	347	347	347	347
10-44-406	SAN JUAN RC&D	0	0	50	50	50	0
10-44-409	CLUB 20	200	200	200	200	200	200
10-44-414	CML DUES	3,734	3,846	3,962	3,962	3,962	3,962
10-44-416	CHAMBER OF COM	550	550	600	600	550	550
10-44-417	SMALL BUSINESS DEVELOPMENT	513	513	513	513	513	513
10-44-433	SW COUNCIL OF GOVT	5,079	5,144	5,988	5,988	5,228	6,888
	<b>SUBTOTAL</b>	<b>11,414</b>	<b>11,591</b>	<b>12,651</b>	<b>12,651</b>	<b>11,982</b>	<b>13,592</b>
<b>ADMINISTRATION BUDGET</b>		<b>783,685</b>	<b>897,265</b>	<b>896,876</b>	<b>896,876</b>	<b>902,519</b>	<b>1,023,377</b>

a Administration department combined to include Town Manager and Town Clerk Departments in 2019

b 2020 estimate is down due to conferences being cancelled or moved to less expensive virtual formats due to COVID-19; 2021 assumes normal

c Special election and regular town council election held in 2020

d Salary, reasonable expense reimbursement, CML membership and conference, food/supplies

e Attorney contract at \$140,400 annual with CMB Law, Employers Council membership at \$4,800, special legal counsel at \$10k

f Contract Services \$40,000 plus new 8 GF computer and licensing \$36,500, \$2,500 copiers

g Total show is \$36k each year/ split \$16k each with Tourism

h Council requested separate budgeted line item for Parade in 2020 due to Town's increasing role in managing; traffic control, paid volunteers, supplies, etc.

In 2020, the parade was cancelled; funds spent instead on decorations, flags, bunting, and support for Park to Park Artisan and Food Market

i Web site update in 2021 and graphics

j New communication manager contract

BUILDING & FIRE SAFETY DEPARTMENT							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-45-110	SALARIES	114,515	140,625	154,140	154,140	154,140	160,328
10-45-131	FICA	8,128	9,875	11,792	11,792	11,792	12,265
10-45-132	INSURANCE	25,566	36,878	41,154	41,154	41,507	43,259
10-45-134	PENSION	5,683	6,986	7,707	7,707	7,707	11,223
10-45-133	TRAVEL/DUES/EXPENSES	14,345	13,579	15,000	15,000	12,000	12,000
	<b>SUBTOTAL</b>	<b>168,236</b>	<b>207,942</b>	<b>229,793</b>	<b>229,793</b>	<b>227,146</b>	<b>239,075</b>
<b>COMMODITIES</b>							
10-45-202	OFFICE SUPPLIES	2,150	2,175	2,000	2,000	1,510	2,000
10-45-210	COPY EXPENSE	186	871	1,000	1,000	0	1,000
10-45-212	FUEL/OIL	3,773	2,089	4,500	4,500	2,250	2,500
10-45-402	TELEPHONE	1,787	1,702	1,680	1,680	1,680	1,680
10-45-213	SAFETY EQUIPMENT	1,010	1,035	500	500	500	500
10-45-281	TECHNOLOGY	242	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>9,148</b>	<b>7,873</b>	<b>9,680</b>	<b>9,680</b>	<b>5,940</b>	<b>7,680</b>
<b>CONTRACTUAL</b>							
10-45-215	CONSULTANT EXPENSES	2,276	0	3,500	3,500	100	3,500
10-45-220	CODE DEFENSE/LEGAL FEES	1,694	1,220	4,000	4,000	100	4,000
10-45-280	CITIZENSERVE PERMIT	5,400	5,400	5,400	5,400	5,400	5,400
10-45-221	VOCATIONAL TRADES PROGRAM	1,747	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>11,117</b>	<b>6,620</b>	<b>12,900</b>	<b>12,900</b>	<b>5,600</b>	<b>12,900</b>
<b>TOTAL BUILDING/FIRE BUDGET</b>							
		<b>188,501</b>	<b>222,435</b>	<b>252,373</b>	<b>252,373</b>	<b>238,686</b>	<b>259,655</b>

a Continuing education for three employees through ICC; costs in 2020 reduced due to cancelled trainings or move to virtual conferences

b Costs associated with professional engineers as needed (mechanical or structural engineer plan review, e.g.)

c Provided by Town Attorney/Special Legal Counsel

PLANNING DEPARTMENT							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-46-110	SALARIES	116,793	123,730	165,924	165,924	158,826	171,563
10-46-131	FICA	8,831	9,387	12,693	12,693	12,150	13,125
10-46-132	INSURANCE	19,845	21,679	41,539	41,539	32,592	43,158
10-46-134	PENSION	5,840	6,187	8,296	8,296	7,941	12,009
10-46-133	TRAVEL/SCHOOL/DUES	4,531	6,320	9,000	9,000	3,500	6,000
	<b>SUBTOTAL</b>	<b>155,840</b>	<b>167,303</b>	<b>237,452</b>	<b>237,452</b>	<b>215,009</b>	<b>245,855</b>
<b>COMMODITIES</b>							
10-46-202	OFFICE SUPPLIES	3,894	1,847	4,500	4,500	4,610	4,500
10-46-208	PLANNING COMM/HISTORIC PRESERV	3,660	5,335	7,000	7,000	2,722	4,000
10-46-210	COPY EXPENSE	1,691	49	500	500	250	500
10-46-212	FUEL	607	115	300	300	100	300
10-46-402	TELEPHONE	480	480	480	480	480	480
10-46-281	TECHNOLOGY	310	700	0	0	0	0
10-46-405	ROW/EASEMENT PROCESSING	130	0	0	0	0	0
10-46-225	ANNEXATIONS	1,454	0	0	0	0	0
10-46-230	APPLICATION POSTAGE/NOTICE	0	2,439	3,000	3,000	2,314	2,500
	<b>SUBTOTAL</b>	<b>12,227</b>	<b>10,965</b>	<b>15,780</b>	<b>15,780</b>	<b>10,476</b>	<b>12,280</b>
<b>CONTRACTUAL</b>							
10-46-215	CONSULTANT EXPENSES	1,606	2,864	15,000	15,000	6,000	10,000
10-46-280	CITIZENSERVE PERMIT	3,600	3,600	3,600	3,600	5,400	5,400
10-46-	PUBLIC ART PLANNING	0	0	0	0	0	20,000
10-46-403	LAND USE DEVELOPMENT UPDATE	40,510	12,805	20,000	20,000	10,000	110,000
10-46-450	DEVELOPER REIMBURSABLE ITEMS	20,923	1,504	2,000	2,000	2,000	2,500
	<b>SUBTOTAL</b>	<b>66,639</b>	<b>20,773</b>	<b>40,600</b>	<b>40,600</b>	<b>23,400</b>	<b>147,900</b>
<b>TOTAL PLANNING BUDGET</b>							
		<b>234,705</b>	<b>199,040</b>	<b>293,832</b>	<b>293,832</b>	<b>248,885</b>	<b>406,035</b>

a Associate Planner position added in 2020

b 2020 amount reduced due to COVID-19 cancellations

c Expenses for Board Training / HPB projects / HPB Community Presentations

d Professional Consultant Services expenses as needed (title work, surveying, research, etc.)

e Creation of public art plan, art supplies, community engagement for creative placemaking programs

f Update to the Land Use Development Code estimated at \$100k; RFP out in fall 2020

g Pass through account for reimbursable expenses associated with processing development applications

MUNICIPAL COURT							
ACCOUNTS	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-48-110	SALARIES	170,254	183,253	196,908	196,908	192,870	204,531
10-48-115	JUDGE PRO TEM	10,294	11,772	5,000	5,000	5,000	5,000
10-48-131	FICA	12,084	13,016	15,063	15,063	14,755	15,647
10-48-132	INSURANCE	39,790	43,207	48,612	48,612	37,797	47,884
10-48-134	PENSION	6,483	6,953	7,545	7,545	7,545	11,062
10-48-133	TRAVEL/DUES/EDUCATION	6,928	13,769	14,500	14,500	1,000	14,500
	<b>SUBTOTAL</b>	<b>245,833</b>	<b>271,968</b>	<b>287,628</b>	<b>287,628</b>	<b>258,967</b>	<b>298,624</b>
<b>COMMODITIES</b>							
10-48-108	JUVENILE TASK FORCE	462	831	1,000	1,000	500	1,000
10-48-120	DRUG TEST/MONITORING DEV	820	1,311	1,500	1,500	1,200	1,500
10-48-202	OFFICE SUPPLIES	5,304	5,841	6,000	6,000	6,110	6,000
10-48-220	VEHICLE FUEL/MILEAGE	154	22	250	250	100	250
10-48-242	POSTAGE	786	929	900	900	1,100	1,000
10-48-234	MISC. EXPENSES	970	2,672	1,500	1,500	1,500	1,500
10-48-280	COMPUTER/PRINTER	1,343	548	800	800	900	4,000
	<b>SUBTOTAL</b>	<b>9,840</b>	<b>12,154</b>	<b>11,950</b>	<b>11,950</b>	<b>11,410</b>	<b>15,250</b>
<b>CONTRACTUAL</b>							
10-48-123	PRISONER COST	555	775	2,000	2,000	500	4,000
10-48-204	COURT APPOINTED COUNSEL	12,530	16,020	13,000	13,000	13,000	13,000
10-48-206	COUNSELING	115	533	500	500	600	1,000
10-48-210	TRANSLATION SERVICES	2,184	1,138	1,000	1,000	1,800	1,500
10-48-230	TOWN PROSECUTOR	30,823	31,474	32,000	32,000	32,000	32,000
10-48-215	ALARM MONITORING	345	444	450	450	444	450
10-48-216	RECORDS MANAGEMENT SYSTEM	2,124	2,186	2,310	2,310	2,310	2,375
10-48-221	LEGAL RESEARCH SOLUTION	10,507	10,822	11,150	11,150	11,812	14,061
10-48-225	COURT SECURITY	2,045	2,494	4,500	4,500	4,500	4,500
	<b>SUBTOTAL</b>	<b>61,226</b>	<b>65,886</b>	<b>66,910</b>	<b>66,910</b>	<b>66,966</b>	<b>72,886</b>
	<b>TOTAL MUNI COURT BUDGET</b>	<b>316,899</b>	<b>350,008</b>	<b>366,488</b>	<b>366,488</b>	<b>337,343</b>	<b>386,760</b>

a Judge Pro-Tempore, four or five docket days

b Continuing education and certification for staff; classes cancelled in 2020 due to COVID-19

c Volunteer Recognition

d Includes cost of printer cartridges

e JCG annual contract for court recording equipment, printer maintenance or repairs

f 2020 IGA with Archuleta County; estimated

g ICA for Spanish language interpreter/translator, language line

h Appointed/contract attorney to prosecute all appropriate criminal and traffic matters

i Monitoring of duress alarms in courtroom, Facilities pays for maintenance of alarms

j E-Force annual license, support, and hosting

k Westlaw-four licenses

POLICE DEPARTMENT							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-51-110	SALARIES	458,659	446,587	521,941	521,941	482,144	533,763
10-51-105	PART TIME SALARIES	6,910	30,962	40,541	40,541	22,596	67,041
10-51-112	OFFICER RECRUITMENT	0	7,954	8,000	8,000	7,955	8,000
10-51-122	GRANT OVERTIME/TRAINING	5,600	4,300	5,000	5,000	8,900	7,500
10-51-125	CONTRACTED SECURITY	2,190	0	0	0	0	0
10-51-130	FPPA (OFFICERS)	25,472	28,862	38,664	38,664	35,440	37,850
10-51-131	FICA (NON OFFICERS)	10,309	12,218	13,066	13,066	13,550	15,400
10-51-132	INSURANCE	70,883	77,228	110,369	110,369	96,986	138,446
10-51-134	PENSION	18,484	20,754	26,097	26,097	24,107	27,501
10-51-133	TRAINING	25,878	29,804	25,000	25,000	25,000	25,000
10-51-216	DUES/SUBSCRIPTIONS	4,750	3,898	6,100	6,100	6,100	7,000
10-51-218	UNIFORMS	3,631	4,072	4,500	4,500	4,500	4,500
	<b>SUBTOTAL</b>	<b>632,767</b>	<b>666,639</b>	<b>799,278</b>	<b>799,278</b>	<b>727,278</b>	<b>872,001</b>
<b>COMMODITIES</b>							
10-51-202	OFFICE SUPPLIES	3,675	2,536	4,500	4,500	4,500	4,500
10-51-204	POSTAGE	484	569	500	500	500	500
10-51-212	FUEL/OIL	16,912	17,862	18,000	18,000	16,000	18,000
10-51-226	AMMUNITION	2,225	2,475	3,500	3,500	3,500	3,500
10-51-402	TELEPHONE	4,657	5,322	7,300	7,300	8,000	11,000
10-51-404	PRINTING/PUBLISHING/ADVERTISING	1,107	1,470	1,200	1,200	1,200	1,200
10-51-435	COMPUTER SUPPORT	1,915	0	2,500	2,500	500	2,500
10-51-808	MISC POLICE EQUIPMENT	10,195	11,049	7,000	7,000	11,000	10,000
10-51-420	INVESTIGATION CONT.	794	2,558	2,500	2,500	2,500	2,500
	<b>SUBTOTAL</b>	<b>41,964</b>	<b>43,840</b>	<b>47,000</b>	<b>47,000</b>	<b>47,700</b>	<b>53,700</b>
<b>CONTRACTUAL</b>							
10-51-410	DISPATCH CENTER	208,719	222,777	265,288	265,288	265,288	307,900
10-51-412	HUMANE SOCIETY	10,000	10,000	10,000	10,000	10,000	10,000
10-51-413	AXIS HEALTH ACUTE TREAT CNTR	15,000	15,000	15,000	15,000	15,000	15,000
10-51-428	RADIO MTC & REPAIRS	804	8,584	9,000	9,000	9,000	9,000
10-51-430	RADAR CERTIFICATION	1,914	1,327	1,000	1,000	1,000	1,000
10-51-434	CASE MEDICAL EXPENSES	9,839	4,703	10,000	10,000	2,000	8,000
	<b>SUBTOTAL</b>	<b>246,276</b>	<b>262,391</b>	<b>310,288</b>	<b>310,288</b>	<b>302,288</b>	<b>350,900</b>
	<b>TOTAL POLICE BUDGET</b>	<b>921,006</b>	<b>972,869</b>	<b>1,156,566</b>	<b>1,156,566</b>	<b>1,077,266</b>	<b>1,276,601</b>

- a School Resource Officer/Community Liaison position added in 2020; partially funded 2/3 of the year by school district
- b Includes PT evidence tech, PT digital records clerk (added in 2021); PT animal control officer
- c Mandatory town and employee increase 0.5% each year for next several years for sworn officers in Fire and Police Pension Fund
- d Lexipol/Cellebrite subscriptions for officer policy and training
- e Add data package 4 new mobile hot spots
- f replace 5 body cameras
- g Increase in dispatch funding per introduced dispatch center budget; Town amount of overall center budget based on calls for service formula
- h Replace four pack set personal radios

PARKS AND RECREATION RECREATION DIVISION							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
10-56-110	SALARIES	144,683	230,385	234,762	234,762	234,332	242,549
10-53-110	SALARIES	73,821	0	0	0	0	0
10-56-111	REFS/UMPS/PART TIME	16,764	65,935	73,000	73,000	1,263	73,000
10-53-111	PART-TIME HELP	56,232	0	0	0	0	0
10-56-131	FICA	12,628	21,684	17,959	17,959	18,023	18,555
10-53-131	FICA	9,542	0	0	0	0	0
10-56-132	INSURANCE	16,038	57,983	61,371	61,371	63,301	72,949
10-53-132	INSURANCE	23,582	0	0	0	0	0
10-56-134	PENSION	7,234	11,374	11,738	11,738	11,717	16,978
10-53-134	PENSION	3,633	0	0	0	0	0
10-56-133	TRAVEL/DUES	237	2,510	3,000	3,000	0	3,000
10-53-133	TRAVEL/TRAINING	522	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>364,916</b>	<b>389,870</b>	<b>401,830</b>	<b>401,830</b>	<b>328,636</b>	<b>427,031</b>
<b>COMMODITIES</b>							
10-56-202	OFFICE SUPPLIES	970	2,432	2,500	2,500	2,500	2,500
10-53-202	OFFICE SUPPLIES	1,000	0	0	0	0	0
10-56-211	COPY EXPENSE	0	2,148	3,000	3,000	3,000	3,000
10-53-211	COPY EXPENSE	528	0	0	0	0	0
10-56-206	REC SUPPLIES/EQUIPMENT	21,839	28,706	25,000	25,000	11,000	25,000
10-56-208	TROPHIES/AWARDS	5,973	5,924	6,500	6,500	3,800	6,500
10-56-402	TELEPHONE	480	4,231	4,255	4,255	4,100	4,100
10-53-402	TELEPHONE	3,473	0	0	0	0	0
10-56-406	VEHICLE FUEL/MAINTENANCE	836	798	2,400	2,400	1,900	1,200
10-56-218	UTILITIES GAS/ELECTRIC	0	41,259	43,000	43,000	39,000	42,000
10-53-218	UTILITIES GAS/ELECTRIC	37,390	0	0	0	0	0
10-56-238	JANITORIAL	0	4,026	6,000	6,000	5,000	6,000
10-53-238	JANITORIAL	4,641	0	0	0	0	0
10-56-230	ADVERTISING	0	1,457	1,500	1,500	380	1,500
10-53-230	ADVERTISING	1,423	0	0	0	0	0
10-56-250	FURNISHINGS	0	3,224	3,500	3,500	3,500	3,500
10-53-250	FURNISHINGS	3,462	0	0	0	0	0
10-56-255	EVENT/PROGRAMMING	0	7,441	10,000	10,000	2,000	10,000
10-53-255	EVENT/PROGRAMMING	8,191	0	0	0	0	0
10-56-256	KIDS SUMMER YOUTH PROGRAM	0	11,988	16,000	16,000	2,300	16,000
10-53-256	KIDS SUMMER YOUTH PROGRAM	14,396	0	0	0	0	0
10-56-257	SCHEDULING PROGRAM	0	1,544	2,000	2,000	1,621	1,700
10-53-410	COMPUTER PROGRAM/SUPPORT	1,544	0	0	0	0	0
10-53-270	MISCELLANEOUS	558	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>106,703</b>	<b>115,178</b>	<b>125,655</b>	<b>125,655</b>	<b>80,101</b>	<b>123,000</b>
<b>CONTRACTUAL</b>							
10-56-422	MAINTENANCE/SUPPLIES/REPAIRS	656	113	800	800	752	800
10-56-405	CONTRACTED SERVICES/CLEANING	0	2,256	4,000	4,000	400	4,000
10-53-405	CONTRACTED SERVICES/CLEANING	4,755	0	0	0	0	0
10-56-824	SPECIAL EVENTS	2,120	2,171	0	0	0	0
	<b>SUBTOTAL</b>	<b>7,531</b>	<b>4,540</b>	<b>4,800</b>	<b>4,800</b>	<b>1,152</b>	<b>4,800</b>
	<b>TOTAL RECREATION-CC</b>	<b>479,150</b>	<b>509,588</b>	<b>532,285</b>	<b>532,285</b>	<b>409,889</b>	<b>554,831</b>

\* Recreation and Community Center combined to Recreation Division in 2019

a KIDS Camp part time employees included

b uniforms, field chalk, sports equipment, etc.; decreased in 2020 estimate due to program cancellations due to COVID-19

c program cancelled in 2020 due to COVID-19 restrictions

d program cancelled in 2020 due to COVID-19 restrictions

SERVICE ORGANIZATIONS							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>FIRST CYCLE</b>							
10-75-399	ARCHULETA SENIORS PROGRAMS	10,000	10,000	7,764	7,764	7,764	
10-75-401	AXIS/PAGOSA COUNSELING CENTER	1,000	1,000	857	857	857	
10-75-417	ACVAP	8,000	8,000	7,571	7,571	7,571	
10-75-430	MOUNTAIN EXPRESS	10,000	10,000	6,071	6,071	6,071	
10-75-398	AREA AGENCY ON AGING	3,900	10,000	4,714	4,714	4,714	
10-75-432	PS CENTER FOR THE ARTS	10,000	10,000	3,643	3,643	3,643	
10-75-440	RUBY SISSON LIBRARY	0	7,500	4,786	4,786	4,786	
10-75-441	ARCHULETA SCHOOL SCHOLARSHIP	10,000	10,000	7,643	7,643	7,643	
10-75-442	CHIMNEY ROCK INTERPRETIVE	10,000	3,500	0	559	559	
10-75-403	COMMUNITY CONNECTIONS	0	1,000	0	843	843	
10-75-443	BUILD PAGOSA INC	0	10,000	6,929	6,929	6,929	
10-75-444	PAGOSA FARMERS MARKET	0	3,000	2,786	2,786	2,786	
10-75-445	ASPIRE-PAGOSA PREGNANCY CENTER	0	0	4,643	4,643	4,643	
10-75-446	PAGOSA ARTS COUNCIL	0	0	6,286	6,286	6,286	
10-75-447	ASPEN HOUSE	0	0	0	1,893	1,893	
10-75-448	DUST 2	0	0	0	1,368	1,368	
10-75-449	MOUNTAIN INSTITUTE	0	0	0	1,182	1,182	
10-75-450	VETERANS MEMORIAL PARK	0	0	0	929	929	
10-75-419	<b>SECOND CYCLE FUNDING</b>	0	0	23,451	16,677	0	
<b>TOTAL SERVICE FUNDS</b>		<b>62,900</b>	<b>84,000</b>	<b>87,144</b>	<b>87,144</b>	<b>70,467</b>	<b>100,750</b>

a Council has opted to award funds in two cycles (fall 2020 decision for January 2021 distribution and spring 2021 for summer 2021 distribution)

b Overall amount budgeted for 2021 is based on 2.75% of 2021 taxes and contracts revenues

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>ECONOMIC DEVELOPMENT</b>							
10-77-515	ECONOMIC DEV INCENTIVES	18,487	5,591	0	0	0	0
10-77-525	ECONOMIC DEV ORGANIZATION	26,989	24,388	25,000	25,000	25,000	25,000
<b>TOWN AND COUNTY INITIATIVES</b>							
10-77-508	HOUSING CHOICES	50,000	27,500	25,000	255,000	257,639	108,675
10-77-509	BROADBAND DEVELOPMENT	50,000	50,000	50,000	66,429	66,429	100,000
10-77-510	EARLY CHILDHOOD EDUCATION	100,000	30,000	25,000	2,786	2,786	25,000
	<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>245,475</b>	<b>137,478</b>	<b>125,000</b>	<b>349,215</b>	<b>351,854</b>	<b>258,675</b>

a Sales tax abatement for Hometown Market ended in 2019

b Support of Pagosa Springs Community Development Corporation

c 2020- \$22,750 for tap fees for Rose Mtn project; \$230k for workforce housing land purchase; 2021 plus STR surcharge; 2021 includes property utility fees/taxes \$8,675

d Assumes \$50k support of Broadband Services Managers w/ CDC, \$10k towards repairs/cuts and remainder toward new installs/grant matches

e Assumes support of 1-2 centers in 2021; 2018 funds for Archuleta County Ed Center and new WINGS daycare

CAPITAL IMPROVEMENT FUND							
REVENUE							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>TAXES &amp; FEES</b>							
51-31-100	HIGHWAY USERS TAX	92,681	90,995	74,071	74,071	66,159	68,786
51-31-310	SALES TAX	2,551,903	2,983,074	2,904,809	2,904,809	3,250,500	3,413,025
51-31-640	PARK USER FEES	26,340	25,000	15,000	15,000	2,500	15,000
51-31-650	CEMETERY	8,640	4,990	5,050	5,050	7,000	5,050
51-31-660	VISITOR CENTER LEASE	11,654	11,654	11,655	11,655	11,655	11,655
	<b>SUBTOTAL</b>	<b>2,691,218</b>	<b>3,115,714</b>	<b>3,010,585</b>	<b>3,010,585</b>	<b>3,337,814</b>	<b>3,513,516</b>
<b>INTERGOVERNMENTAL/DEPARTMENT REV</b>							
51-33-400	COUNTY ROAD MILLS	122,644	122,356	25,000	25,000	28,279	0
51-33-490	GEOHERMAL STREETS CONTRACT	14,000	4,500	4,500	4,500	4,500	4,500
51-33-620	TRANSFER GENERAL FUND	615,909	0	0	0	0	0
51-33-610	TRANSFER IMPACT FEES	50,000	0	202,987	202,987	173,400	59,538
51-33-611	TRANSFER TOURISM FUNDS	0	0	0	0	0	0
51-33-600	TRANSFER CONSERVATION TRUST	10,000	0	50,000	50,000	50,000	67,000
51-33-630	DHS JANITORIAL CONTRACT	8,200	8,200	8,200	8,200	8,200	6,150
	<b>SUBTOTAL</b>	<b>820,753</b>	<b>135,056</b>	<b>290,687</b>	<b>290,687</b>	<b>264,379</b>	<b>137,188</b>
<b>FINANCING PROCEEDS</b>							
51-33-631	LEASE/PURCHASE PROCEEDS	0	0	2,250,000	3,000,000	3,000,000	0
	<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>2,250,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>
<b>GRANTS FOR STREETS</b>							
51-33-815	CDOT/CMAQ GRANT CRESTVIEW	0	8,279	90,000	90,000	0	0
51-33-820	CDOT/CMAQ GRANT SWEEPER	0	231,812	0	0	0	0
51-33-771	DOLA GRANT TOWN SHOP	0	0	875,000	1,000,000	1,000,000	0
51-33-772	DOLA CMAQ GRANT ALLEYS	0	0	20,000	20,000	0	0
51-33-773	CDOT EAST END GATEWAY MULTI-MODAL	0	0	0	0	0	156,850
<b>GRANTS FOR TRAILS</b>							
51-33-790	STATE TRAILS GRANT HERMOSA TRAIL	0	0	400,000	400,000	0	400,000
51-33-764	TAP TTPL TRAIL HARMAN HILL	0	14,807	133,000	133,000	34,720	83,900
51-33-765	SAFE ROUTES TO SCHOOL N 8TH ST	8,299	217,879	0	0	73,220	0
<b>GRANTS FOR OTHER</b>							
51-33-810	RESERVOIR HILL FUNDING	7,500	0	0	0	0	0
51-33-811	HISTORIC PRES RUMBAUGH BRIDGE	160,801	0	200,000	200,000	19,450	180,550
51-33-812	HISTORIC PRES WATER WORKS BLDG	145,000	0	0	0	0	0
51-33-814	HISTORIC SURVEY PLAN	1,650	11,185	20,000	20,000	0	0
51-33-816	DOLA CDBG PAGOSA OPEN SCHOOL	0	0	0	600,000	600,000	0
51-33-817	DOLA SOUTH YAMAGUCHI PARK GRNT	0	0	25,000	25,000	25,000	0
<b>MISCELLANEOUS</b>							
51-36-110	MISCELLANEOUS	30,268	93,982	30,000	30,000	15,000	15,000
51-36-125	COVID RELIEF FUNDS	0	0	0	66,800	66,800	0
51-39-990	UNBUDGETED INTEREST	0	0	0	0	2,000	5,000
	<b>SUBTOTAL</b>	<b>353,517</b>	<b>577,943</b>	<b>1,793,000</b>	<b>2,584,800</b>	<b>1,836,190</b>	<b>841,300</b>
	<b>TOTAL ANNUAL REVENUES</b>	<b>3,865,488</b>	<b>3,828,714</b>	<b>7,344,272</b>	<b>8,886,072</b>	<b>8,438,383</b>	<b>4,492,004</b>
	<b>PRIOR YEAR END CASH RESERVES</b>	<b>2,267,051</b>	<b>1,434,926</b>	<b>1,199,932</b>	<b>1,199,932</b>	<b>1,583,630</b>	<b>1,731,287</b>
	<b>TOTAL REVENUES</b>	<b>6,132,539</b>	<b>5,263,640</b>	<b>8,544,204</b>	<b>10,086,004</b>	<b>10,022,013</b>	<b>6,223,291</b>

- a 2020 is estimated 9% over 2019 actual and 12% over 2020 budget; 2021 is projected to be 5% over 2020 estimate
- b Reduced in 2020 due to COVID restrictions on large gatherings
- c Assumes 10 lot purchases
- d County is budgeting to spend \$0 from their Road and Bridge fund for 2021; Amount from County was reduced in 2020
- e Cotton Hole park trail from Impact fees in 2021
- f Cotton Hole park trail from Conservation Trust fund in 2021
- g Assumes abandonment of project through CMAQ; town project in future
- h Assumes Town project in the future
- i Planning for east end gateway through multi-modal fund grant from CDOT; town match 20% of this
- j Projected delayed from 2020 to 2021; \$400k of project cost paid by State Trails grant; 2021 amount includes remaining engineering and construction management \$50k from Conservation Trust Fund
- k TAP funds secured; construction in 2022; finish design/engineering in 2022
- l Phase II of restoration of historic stone arch bridge at 1st St.; received grant from State Historic Fund

CAPITAL IMPROVEMENT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>MAINTENANCE &amp; DEBT</b>							
51-57-400	VISITOR CENTER LEASE/PURCHASE	18,147	18,147	18,147	18,147	87,449	0
51-77-437	8TH STREET LEASE/PURCHASE PMT	198,007	194,647	192,062	192,062	191,918	188,063 <sup>a</sup>
51-77-454	NEW STREET TRUCK/BACKHOE	35,357	35,357	35,357	35,357	35,357	0 <sup>b</sup>
51-77-476	VACUUM TRUCK LEASE/PURCHASE	0	34,034	34,035	34,035	34,035	34,035 <sup>c</sup>
51-57-401	MAINTENANCE FAC LEASE/PURCHASE	0	248,888	249,578	249,578	249,578	249,785 <sup>d</sup>
51-77-457	PROPERTY ACQUISITION	409,869	0	0	0	0	0
51-46	SPECIAL PROJECTS - ADMINISTRATION	82,302	29,292	0	0	0	0 <sup>e</sup>
51-61	STREETS DIVISION	566,157	654,218	701,305	701,305	713,869	833,622
51-68	PARKS MAINTENANCE DIVISION	353,314	402,276	451,751	451,751	363,535	429,553
51-70	FACILITIES MAINTENANCE DIVISION	234,637	236,751	236,288	236,288	234,069	256,657
	<b>TOTAL MAINTENANCE &amp; DEBT EXPENSE</b>	<b>1,897,790</b>	<b>1,853,611</b>	<b>1,918,523</b>	<b>1,918,523</b>	<b>1,909,810</b>	<b>1,991,715</b>

- a \$2,660,000 lease payment on 8th St. reconstruction; 3.6% interest
- b Paid off in 2020
- c Share of vacuum truck purchase; ends in 2023
- d Town Shop Cert of Participation (2019); 15 yr; 2.87% interest
- e Unfilled when vacated in 2019; project management moved into departments

CAPITAL IMPROVEMENT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>ADMINISTRATION</b>							
51-42-281	TECHNOLOGY	1,000	10,574	4,100	4,100	4,100	16,500
51-44-415	ECONOMIC INCENTIVES	18,487	5,591	0	0	0	0
	<b>SUBTOTAL</b>	<b>19,487</b>	<b>16,165</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>16,500</b>
<b>BUILDING/PLANNING</b>							
51-45-281	TECHNOLOGY	1,971	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>1,971</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MUNICIPAL COURT</b>							
51-48-281	TECHNOLOGY	3,827	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>3,827</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE/SAFETY</b>							
51-51-281	TECHNOLOGY	1,317	0	0	0	0	0
51-51-409	PUBLIC SAFETY/TRAFFIC ENFORCE	0	0	1,000	1,000	500	500
51-51-410	POLICE EQUIPMENT	0	12,528	18,000	18,000	18,000	31,000
51-51-408	VEHICLE/MAINTENANCE REPAIRS	10,822	16,253	12,000	12,000	10,000	10,000
51-51-806	POLICE CAR	83,176	0	40,200	40,200	39,640	42,000
	<b>SUBTOTAL</b>	<b>95,315</b>	<b>28,780</b>	<b>71,200</b>	<b>71,200</b>	<b>68,140</b>	<b>83,500</b>
<b>RECREATION/COMMUNITY CENTER</b>							
51-53-281	TECHNOLOGY	2,054	0	0	0	0	0
51-56-281	TECHNOLOGY	1,763	0	0	0	0	0
51-56-449	RECREATION EQUIPMENT	1,670	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>5,487</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STREETS</b>							
51-77-432	STREET MAINTENANCE PLAN	91,698	362,506	319,750	319,750	318,000	469,000
51-77-434	CRESTVIEW PAVING CMAQ	2,667	2,147	81,000	81,000	0	0
51-77-423	8TH STREET RECONSTRUCTION	381,364	0	0	0	0	0
51-77-440	S 5TH ST - APACHE TO SCHOOL	434,764	0	0	0	0	0
51-77-435	DRAINAGE MAINTENANCE	345	9,839	40,000	40,000	22,000	18,000
51-77-442	HOT SPGS BLVD/TOWN PARK PAVING	523,236	0	0	0	0	0
51-77-446	STREET ASSESSMENT	94,273	0	0	0	0	0
51-77-467	STREETS EQUIPMENT	10,923	374,716	68,500	68,500	65,000	26,000
51-77-448	EAGLE DRIVE TO PIKE DRIVE	7,375	10,071	325,000	325,000	325,000	0
51-77-449	SPEED READER SIGNS	10,480	0	0	0	0	11,000
51-77-450	STREET LIGHT POLE REPLACEMENT	60,199	1,026	10,000	10,000	36,709	12,000
51-77-456	STREETS VEHICLES/TRUCKS	0	0	0	0	0	52,000
51-77-478	DARK SKY COMPLIANCE	0	0	10,000	10,000	4,000	10,000
51-77-479	HERMOSA ST/COTTON HOLE PARK TURNAROUND	0	0	50,000	50,000	0	50,000
51-77-458	ALLEY PAVING/MAINTENANCE	0	3,740	25,000	25,000	1,000	0
51-77-481	EAST END GATEWAY - MULTI-MODAL PLANNING	0	0	0	0	0	178,000
	<b>SUBTOTAL</b>	<b>1,617,323</b>	<b>764,045</b>	<b>929,250</b>	<b>929,250</b>	<b>771,709</b>	<b>826,000</b>
<b>SIDEWALK IMPROVEMENT</b>							
51-77-427	REPAIR/REPLACE SIDEWALKS	19,513	31,154	40,000	40,000	1,000	20,000
51-77-472	NEW SIDEWALK IMPROVEMENTS	0	0	10,000	10,000	0	25,000
51-77-451	HWY 160 CROSSWALK IMPROVEMENTS	16,205	20,714	30,000	30,000	14,500	20,000
51-77-438	SAFE ROUTE-N 8TH STREET SIDEWALK	14,370	387,372	0	165,000	165,000	0
51-77-477	PLANTER MAINTENANCE/FLOWERS	0	4,020	4,000	4,000	325	3,000
	<b>SUBTOTAL</b>	<b>50,087</b>	<b>443,259</b>	<b>84,000</b>	<b>249,000</b>	<b>180,825</b>	<b>68,000</b>

- a Server replacement and three new computers for Town Shop in 2021
- b 2021: Replace 3 mobile radios, portable drug incinerator, 3 mobile CAD computers and software (\$3K maintenance beginning in 2022 in GF)
- c New police patrol vehicle (2021) off state bid not budgeted; \$42k on mid year possibilities list
- d Pavement plan-cracksealing, sealcoating, paving and mill overlay for streets- see details in Capital Improvement Plan
- e Assumes abandonment of project through CMAQ; town project in future
- f Dog Alley drainage in 2021; Aspen Village Drive installed in 2020
- g Loader forks, cones, buckets, barricades, etc.
- h identify areas for placement of speed-reader signs in 2021
- i Cost of 2 replacements per year - 6 replaced in 2020 insurance reimbursed
- j Streets truck, plow and sandbox
- k Cover and bulb replacements
- l Actual cost TBD based on bids received
- m Planning for east end gateway through multi-modal fund grant from CDOT; town match 20% of this
- n Planning and design for N. 5th St.; possible construction in 2021-22 depending on funds
- o Pedestrian flag program and push signals

CAPITAL IMPROVEMENT FUND							
EXPENDITURES							
PARKS							
51-77-452	TOWN PARK IMPROVEMENTS	154,341	18,407	0	0	0	0
51-77-546	YAMAGUCHI PARK NORTH	0	58,745	0	0	0	0
51-77-561	SOUTH PAGOSA PARK	0	14,737	0	0	0	0
51-77-544	RIVER PROJECT/RIVER PUT INS/TAKEOUTS	38,237	0	0	0	0	0
51-77-553	TRUJILLO ROAD RIVER TAKE OUT	0	1,304	2,000	2,000	1,000	6,000
51-77-550	PARKS EQUIPMENT	12,907	13,141	31,000	31,000	30,000	28,000
51-77-555	RESOURCE MGMT - RESERVOIR HILL	21,760	14,500	20,100	20,100	17,955	7,800
51-77-541	PARKS ELECTRICAL UPGRADE	4,913	0	0	0	0	0
51-77-542	PARKS PICNIC TABLES AND BENCHES	30,005	11,982	8,000	8,000	6,830	8,000
51-77-543	RIVER FEATURE MAINTENANCE	0	10,800	7,000	7,000	5,750	5,000
51-77-548	TOWN PARK IRRIGATION	215	39,575	0	0	0	0
51-77-549	SECURITY CAMERAS	6,689	1,747	1,600	1,600	1,600	5,600
51-77-547	YAMAGUCHI SIDEWALK ADA	14,146	0	0	0	0	0
51-77-545	YAMAGUCHI PARK SOUTH	0	5,252	75,000	75,000	56,100	25,000
51-77-551	COTTON HOLE PARK	0	688	5,000	5,000	0	10,000
51-77-552	RECYCLING PILOT -YAMAGUCHI	0	1,958	0	0	0	0
51-77-571	PARKS VEHICLE	0	0	0	0	0	50,000
51-77-	TREE TRIMMING AND REMOVALS	0	0	0	0	0	12,000
51-77-575	RIVER CENTER PARKING LOT PAVING	0	0	0	0	0	20,000
	<b>SUBTOTAL</b>	<b>283,213</b>	<b>192,835</b>	<b>149,700</b>	<b>149,700</b>	<b>119,235</b>	<b>177,400</b>
TRAILS							
51-77-631	TOWN TO LAKES TRAIL WEST	64,097	0	0	0	0	0
51-77-465	8TH STREET SIDEWALK/EAST TRAIL	4,060	0	0	0	0	0
51-77-632	TOWN TO LAKES HARMAN PARK	28,498	432	167,000	167,000	76,000	85,000
51-77-633	TOWN TO LAKES MIDDLE TRAIL-ROW	0	5,391	10,000	10,000	0	20,000
51-77-634	RIVERWALK TRL TO 1ST ST CONSTR	0	0	870,000	0	0	870,000
51-77-635	TRAIL MAINTENANCE	0	2,163	5,000	5,000	2,500	5,000
51-77-636	TRAIL PLANNING	0	0	5,000	5,000	7,500	5,000
51-77-664	RIVERWALK TRAIL ENGINEERING/CONSTRUCTION	20,793	12,862	84,000	84,000	90,052	17,000
51-77-	CONNECTOR TRAILS	0	0	0	0	0	15,000
51-77-665	DUST 2 URBAN TRAIL	3,309	26,259	0	0	0	0
51-77-666	OVERLOOK DECK HWY 160	9,640	0	3,500	3,500	2,700	1,500
	<b>SUBTOTAL</b>	<b>130,398</b>	<b>47,107</b>	<b>1,144,500</b>	<b>274,500</b>	<b>178,752</b>	<b>1,018,500</b>
FACILITIES							
51-57-450	VISITOR CENTER MAINTENANCE	530	2,290	2,500	2,500	3,500	60,000
51-77-410	TOWN HALL IMPROVEMENTS	0	102,111	2,500	2,500	30,000	30,000
51-53-410	COMMUNITY CTR BUILDING MAINTENANCE	14,434	14,777	17,500	17,500	17,000	30,000
51-53-450	CAPITAL IMPROVEMENTS	5,249	0	0	0	0	0
51-77-444	TOWN SHOP	57,074	106,916	3,125,000	4,500,000	4,360,000	831,000
	<b>SUBTOTAL</b>	<b>77,287</b>	<b>226,093</b>	<b>3,147,500</b>	<b>4,522,500</b>	<b>4,410,500</b>	<b>951,000</b>

a Town/County river takeout maintenance project; improvements to river bank at Trujillo Rd Mesa Canyon takeout

b For 2021-side by side and a blower

c Reservoir Hill thinning by SW Conservation Corps

d Internet monitoring for security cameras at five parks, EV station and museum

e Master planning project should be completed in first quarter 2021; DoLA grant received for \$25k of \$75k project

f Upgrades to Cotton Hole Park when trail is constructed to include signage, benches, trash cans, trees, etc.

g One ton truck with utility bed (2021); purchase off of state bid

h TAP funds secured; construction in 2022; finish design/engineering in 2022

i Projected delayed from 2020 to 2021; \$400k of project cost paid by State Trails grant; 2021 amount includes remaining engineering and construction management \$50k from Conservation Trust Fund

j 2021-Phase 2 of Riverwalk West trail construction and engineering; transfer \$50k in 2020 from Conservation Trust Fund to Capital

k Connector/stairs and other surface/safety improvements for Navajo St. east to S. 6th St, Town Park to 3rd St. ROW/Pagosa St.

l Electrical for holiday lights

m Parking lot paving estimated at \$30k in 2021, \$5k for snow fencing/guards on roof

n COVID-19 expenditures in 2020; 2021 is for needs assessment/space programming at Town Hall

o Includes \$5k for snow fencing/guards on roof and alarm panel upgrade at Community Center

p Town travel car/pooled vehicle; assumes 2021 Ford Explorer purchased off state bid

q Town maintenance facility project expected to be completed in first quarter 2021; additional funds may be needed for furnishings

CAPITAL IMPROVEMENT FUND							
EXPENDITURES							
MISCELLANEOUS							
51-77-459	WAYFINDING PLAN/MEDIANS	16,787	15,813	5,000	5,000	655	0
51-77-460	MURAL ON MAIN STREET	0	0	1	1	0	0
51-77-461	HIST PRES-RUMBAUGH CREEK BRDG	263,921	5,930	270,000	270,000	17,000	277,523
51-77-462	HISTORIC PRES WATER WORKS BLDG	246,430	0	0	0	3,000	3,000
51-77-473	HISTORIC SURVEY PLAN	1,650	11,185	20,000	20,000	0	0
51-77-466	ADA PROGRAM	11,870	9,987	12,000	12,000	2,000	8,000
51-77-509	BROADBAND CAPITAL	0	50,000	0	0	0	0
51-77-510	DOLA CDBG PAGOSA OPEN SCHOOL	0	0	0	600,000	600,000	0
51-77-480	ELECTRIC VEHICLE STATION	0	0	0	0	25,000	1,200
	<b>SUBTOTAL</b>	<b>540,658</b>	<b>92,915</b>	<b>307,001</b>	<b>907,001</b>	<b>647,655</b>	<b>289,723</b>
	<b>TOTAL IMPROVEMENT EXPENDITURES</b>	<b>2,825,051</b>	<b>1,811,200</b>	<b>5,837,251</b>	<b>7,107,251</b>	<b>6,380,916</b>	<b>3,430,623</b>
	TOTAL MAINTENANCE/DEBT EXPENDITURES	1,897,790	1,853,611	1,918,523	1,918,523	1,909,810	1,991,715
	TOTAL IMPROVEMENT EXPENDITURES	2,825,051	1,811,200	5,837,251	7,107,251	6,380,916	3,430,623
	<b>TOTAL CAPITAL EXPENDITURES</b>	<b>4,722,841</b>	<b>3,664,811</b>	<b>7,755,774</b>	<b>9,025,774</b>	<b>8,290,726</b>	<b>5,422,338</b>
	ANNUAL REVENUE	3,865,488	3,828,714	7,344,272	8,886,072	8,438,383	4,492,004
	ANNUAL EXPENDITURES	4,722,841	3,664,811	7,755,774	9,025,774	8,290,726	5,422,338
	<b>DIFFERENCE</b>	<b>-857,353</b>	<b>163,903</b>	<b>-411,502</b>	<b>-139,702</b>	<b>147,657</b>	<b>-930,334</b>
	PRIOR YEAR CASH RESERVES	2,267,051	1,434,926	1,199,932	1,199,932	1,583,630	1,731,287
	<b>ENDING FUND BALANCE</b>	<b>1,409,698</b>	<b>1,598,829</b>	<b>788,430</b>	<b>1,060,230</b>	<b>1,731,287</b>	<b>800,953</b>
	RESTRICTED 3% TABOR	141,685	109,944	232,673	270,773	248,722	162,670
	<b>UNRESTRICTED RESERVE</b>	<b>1,268,012</b>	<b>1,488,885</b>	<b>555,757</b>	<b>789,457</b>	<b>1,482,565</b>	<b>638,283</b>

- a Public art/community planning and supplies for art projects
- b Phase II of restoration of historic stone arch bridge at 1st St.; received grant from State Historic Fund
- c Begin planning for phase two of Waterworks Building restoration
- d Business assistance program for ADA compliance; Town ADA consultant for assessments and plan review as needed
- e Fast Charging station installed in 2020 with grant; 2021 budget for possible electric, maintenance costs and security camera

ADMINISTRATION SPECIAL PROJECTS							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
51-46-110	SALARIES	55,481	20,765	0	0	0	0
51-46-131	FICA	4,101	1,515	0	0	0	0
51-46-132	INSURANCE	9,910	4,437	0	0	0	0
51-46-134	PENSION	2,774	1,038	0	0	0	0
51-46-133	TRAVEL/TRAINING/DUES	1,756	702	0	0	0	0
	<b>SUBTOTAL</b>	<b>74,022</b>	<b>28,457</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMMODITIES</b>							
51-46-202	OFFICE SUPPLIES	230	540	0	0	0	0
51-46-212	FUEL/VEHICLE MAINTENANCE	209	76	0	0	0	0
51-46-402	TELEPHONE	480	160	0	0	0	0
51-46-281	TECHNOLOGY - PROJECTS	479	59	0	0	0	0
	<b>SUBTOTAL</b>	<b>1,398</b>	<b>835</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CONTRACTUAL</b>							
51-46-451	PROFESSIONAL SERVICES	6,882	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>6,882</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECTS BUDGET</b>							
		<b>82,302</b>	<b>29,292</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

a This position was not filled after it was vacated mid year 2020. Project management is now within each department.

PUBLIC WORKS STREETS DIVISION							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
51-61-110	SALARIES	237,337	291,407	307,863	307,863	294,524	350,855
51-61-111	PART-TIME HELP	0	0	0	0	0	15,000
51-61-131	FICA	17,429	21,379	23,552	23,552	22,531	27,988
51-61-132	INSURANCE	47,852	66,619	89,907	89,907	82,177	100,429
51-61-134	PENSION	10,840	14,313	15,393	15,393	14,726	24,560
51-61-133	TRAVEL/SCHOOL	2,862	4,274	5,500	5,500	1,750	6,500
51-61-410	UNIFORMS	6,204	4,080	3,500	3,500	2,000	3,500
	<b>SUBTOTAL</b>	<b>322,525</b>	<b>402,071</b>	<b>445,715</b>	<b>445,715</b>	<b>417,708</b>	<b>528,832</b>
<b>COMMODITIES</b>							
51-61-202	OFFICE SUPPLIES	111	442	500	500	400	500
51-61-206	JANITORIAL SUPPLIES	0	0	0	0	0	5,000
51-61-212	FUEL/OIL	14,153	23,588	20,000	20,000	20,000	20,000
51-61-222	TIRES	7,970	7,918	6,000	6,000	5,500	6,000
51-61-228	GRAVEL/ASPHALT	33,088	30,712	35,000	35,000	35,000	35,000
51-61-230	CULVERTS	759	0	0	0	0	5,000
51-61-234	STREET LIGHT ELECTRICITY	45,545	40,282	47,000	47,000	45,000	47,000
51-61-436	ROAD SUPPLIES	52,558	49,186	50,000	50,000	55,000	50,000
51-61-402	TELEPHONE	1,225	1,212	1,340	1,340	1,340	1,340
51-61-439	STREET LIGHTING MAINTENANCE	2,829	2,634	1,500	1,500	900	1,500
51-61-418	CEMETERY	12,124	11,856	18,000	18,000	24,000	10,000
51-61-434	UTILITIES-SHOP	19,243	10,988	12,000	12,000	12,000	16,000
51-61-435	TOOLS AND EQUIPMENT	0	12,444	9,000	9,000	35,000	50,000
51-61-281	TECHNOLOGY	575	9,376	5,250	5,250	5,750	5,250
	<b>SUBTOTAL</b>	<b>190,180</b>	<b>200,639</b>	<b>205,590</b>	<b>205,590</b>	<b>239,890</b>	<b>252,590</b>
<b>CONTRACTUAL</b>							
51-61-406	MAINTENANCE - VEHICLE	51,333	43,546	43,000	43,000	40,000	43,000
51-61-444	SWEEPER MAINT	298	3,967	1,000	1,000	12,000	1,200
51-61-460	CLEAN UP WEEK	211	3,946	5,000	5,000	4,186	5,000
51-61-470	BANNERS	1,611	50	1,000	1,000	85	3,000
	<b>SUBTOTAL</b>	<b>53,453</b>	<b>51,508</b>	<b>50,000</b>	<b>50,000</b>	<b>56,271</b>	<b>52,200</b>
	<b>TOTAL STREETS BUDGET</b>	<b>566,157</b>	<b>654,218</b>	<b>701,305</b>	<b>701,305</b>	<b>713,869</b>	<b>833,622</b>

a Assumes new administrative assistant in 2021

b More seasonal summer work in summer requires mower for ROW and other projects in 2021

c More employees with families on insurance

d Town alleys, mag chloride, ice melt sand, gravel for culverts; cold mix

e Signs, sign posts, patch work, paint for roads, curbs, striping, crosswalk, etc.

f Surveying in 2020 by Legacy Mark; gravel walkways, kiosk/map; signage at entry, markers-refunded with deposit if placed by family

g Assumes higher utilities for new town shop in 2021

h Digital message boards purchased in 2020; town shop shelving, air tools, hoses, grinders, peg boards, organizational equipment, etc.

i Repair bucket truck, water truck, annual inspections, backhoe and blade work

j Unanticipated parts and repair in 2020

PUBLIC WORKS FACILITIES DIVISION							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
51-70-110	SALARIES	60,609	137,235	142,594	142,594	142,593	147,464
51-70-112	CUSTODIANS	69,558	0	0	0	0	0
51-70-131	FICA	9,099	9,658	10,908	10,908	10,908	11,281
51-70-132	INSURANCE	38,412	42,394	41,376	41,376	42,035	45,210
51-70-134	PENSION	6,509	6,790	7,130	7,130	7,130	10,322
51-70-133	TRAVEL/TRAINING	0	510	500	500	200	600
51-70-410	UNIFORMS	2,030	1,837	1,800	1,800	1,200	1,800
	<b>SUBTOTAL</b>	<b>186,218</b>	<b>198,424</b>	<b>204,308</b>	<b>204,308</b>	<b>204,066</b>	<b>216,677</b>
<b>COMMODITIES</b>							
51-70-206	JANITORIAL SUPPLIES/TOOLS	2,693	3,427	4,000	4,000	6,000	10,000
51-70-402	TELEPHONE	480	480	480	480	480	480
51-70-406	VEHICLE FUEL/MAINT	3,724	5,019	5,500	5,500	8,000	5,500
51-70-436	TOWN HALL MAINTENANCE	7,184	7,114	10,000	10,000	10,000	12,000
51-70-442	FURNISHING TOWN HALL	2,926	14,672	3,000	3,000	100	3,000
	<b>SUBTOTAL</b>	<b>17,007</b>	<b>30,712</b>	<b>22,980</b>	<b>22,980</b>	<b>23,580</b>	<b>30,980</b>
<b>CONTRACTUAL</b>							
51-70-435	TOWN HALL IMPROVEMENTS	2,170	0	0	0	0	0
51-70-437	HEATING/COOLING MAINT	15,668	4,819	5,000	5,000	3,000	5,000
51-70-438	BUILDING ELECTRIC MAINT	613	339	1,000	1,000	500	1,000
51-70-440	ELEVATOR MAINTENANCE	2,961	2,457	3,000	3,000	3,000	3,000
51-70-443	COURTROOM UPDATE	10,000	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>31,412</b>	<b>7,615</b>	<b>9,000</b>	<b>9,000</b>	<b>6,500</b>	<b>9,000</b>
	<b>TOTAL MAINTENANCE BUDGET</b>	<b>234,637</b>	<b>236,751</b>	<b>236,288</b>	<b>236,288</b>	<b>234,069</b>	<b>256,657</b>

- a In 2019, combined 112 with 51-70-110
- b 2021 includes a new carpet shampooer machine at \$5,000
- c Maintenance of town pool vehicles and building dept vehicles
- d Stucco, paint, caulk, shelving, etc.
- e Replaced courtroom/council chamber chairs in 2019

PARKS AND RECREATION PARKS MAINTENANCE DIVISION							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
51-68-110	SALARIES	130,444	161,366	178,638	178,638	144,861	175,098
51-68-111	PART-TIME HELP	54,823	47,967	70,000	70,000	25,094	62,000
51-68-131	FICA	12,916	14,749	13,666	13,666	13,002	13,395
51-68-132	INSURANCE	49,456	62,368	69,555	69,555	51,826	44,323
51-68-134	PENSION	6,515	8,068	8,932	8,932	7,243	12,257
51-68-135	TRAINING/TRAVEL/DUES	482	530	2,000	2,000	609	2,000
51-68-222	UNIFORMS	1,116	1,680	2,000	2,000	1,200	2,000
	<b>SUBTOTAL</b>	<b>255,752</b>	<b>296,729</b>	<b>344,791</b>	<b>344,791</b>	<b>243,835</b>	<b>311,073</b>
<b>COMMODITIES</b>							
51-68-212	FUEL/OIL	5,682	7,822	7,000	7,000	7,000	7,000
51-68-402	TELEPHONE	960	960	960	960	600	480
51-68-216	PARK/FIELD MAINTENANCE	32,483	34,068	37,000	37,000	39,000	37,000
51-68-218	PARK UTILITIES	45,565	47,305	43,000	43,000	54,500	55,000
51-68-220	VEHICLE MAINTENANCE	4,034	587	5,000	5,000	5,000	5,000
51-68-221	EQUIPMENT MAINTENANCE	2,322	6,329	6,500	6,500	6,500	6,500
51-68-219	PARK SUPPLIES/AMENITIES	6,517	8,476	6,500	6,500	6,300	6,500
51-68-281	TECHNOLOGY	0	0	1,000	1,000	800	1,000
	<b>SUBTOTAL</b>	<b>97,563</b>	<b>105,547</b>	<b>106,960</b>	<b>106,960</b>	<b>119,700</b>	<b>118,480</b>
	<b>TOTAL PARKS BUDGET</b>	<b>353,314</b>	<b>402,276</b>	<b>451,751</b>	<b>451,751</b>	<b>363,535</b>	<b>429,553</b>

a Assumes 7 summer seasonal workers; reduced in 2020 due to COVID recreation program cancellations and staff reallocations

b seed, fertilizer, topsoil, trees and shrubs, hoses, shovels, signage, paint, toilet paper for restrooms, janitorial supplies, etc.

c Installation of bear resistant trash cans and recycling cans-3 per year

CONSERVATION TRUST FUND							
		2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>REVENUES</b>							
21-37-530	TOWN LOTTERY	19,066	22,191	17,000	17,000	19,500	19,000
21-37-700	COUNTY LOTTERY	30,000	70,000	60,000	60,000	60,000	60,000
21-37-750	ALPHA ROCKRIDGE METRO DIST CTF	25,000	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>74,066</b>	<b>92,191</b>	<b>77,000</b>	<b>77,000</b>	<b>79,500</b>	<b>79,000</b>
	<b>PRIOR FUND BALANCE</b>	<b>43,375</b>	<b>32,642</b>	<b>66,996</b>	<b>66,996</b>	<b>68,345</b>	<b>46,746</b>
	<b>TOTAL REVENUES</b>	<b>117,441</b>	<b>124,833</b>	<b>143,996</b>	<b>143,996</b>	<b>147,845</b>	<b>125,746</b>
<b>EXPENDITURES</b>							
21-40-800	PARKS MAINTENANCE	5,935	5,942	35,000	35,000	48,500	5,000
21-40-910	YAMAGUCHI SPORTS COMPLEX	44,835	33,940	15,000	15,000	0	0
21-40-950	SOUTH PARK	10,000	680	1,000	1,000	67	0
21-40-960	RIVER CENTER PARK	2,671	147	0	0	0	0
21-40-965	COTTON HOLE PARK TRAIL	0	0	50,000	50,000	0	50,000
21-40-970	COMMUNITY CENTER EXERCISE ROOM	1,419	2,109	500	500	500	0
21-40-980	ALPHA ROCKRIDGE - YAMAGUCHI	19,939	3,906	1,927	1,927	2,032	0
21-40-990	DUST2-COUNTY FUNDS	0	10,000	0	0	0	0
21-40-920	RIVERWALK WEST TRAIL	0	0	0	0	50,000	17,000
21-40-	MARY FISHER PARK	0	0	0	0	0	35,000
	<b>Subtotal</b>	<b>84,798</b>	<b>56,725</b>	<b>103,427</b>	<b>103,427</b>	<b>101,099</b>	<b>107,000</b>
	<b>Total Expenditures to CIF</b>	<b>84,798</b>	<b>56,725</b>	<b>103,427</b>	<b>103,427</b>	<b>101,099</b>	<b>107,000</b>
	Annual Revenues	74,066	92,191	77,000	77,000	79,500	79,000
	Annual Expenditures	84,798	56,725	103,427	103,427	101,099	107,000
	<b>Difference</b>	<b>-10,732</b>	<b>35,466</b>	<b>-26,427</b>	<b>-26,427</b>	<b>-21,599</b>	<b>-28,000</b>
	Prior Year Cash Reserves	43,375	32,642	66,996	66,996	68,345	46,746
	<b>Ending Fund Balance</b>	<b>32,643</b>	<b>68,108</b>	<b>40,569</b>	<b>40,569</b>	<b>46,746</b>	<b>18,746</b>

- a Per 2019 IGA w/ County, additional county CTF funds coming to Town to offset county resident use of town parks
- b One time donation from Metro District
- c Trail through Cotton Hole Park in 2021 (delayed from 2020)
- d Trail engineering and reconstruction in 2020 for Phase I, Phase II planned for 2021 from 5/6th alley to S. 6th St.
- e Irrigation and sod at Mary Fisher Park (2021)

TRUST/IMPACT FUND							
REVENUES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>IMPACT FEES</b>							
31-34-600	IMPACT FEES - ROADS REVENUE	13,116	6,488	936	936	9,379	936
31-34-700	IMPACT FEES - PUBLIC BUILDINGS	64	0	0	0	0	0
31-34-710	IMPACT FEES - TOWN BUILDINGS	3,352	2,379	34	34	60	34
31-34-800	IMPACT FEES - REC FACILITY	46	34	0	0	0	0
31-34-810	IMPACT FEES - TOWN RECREATION	5,934	1,846	0	0	0	0
31-34-900	IMPACT FEES - PARKS REVENUE	6,073	1,877	0	0	0	0
31-34-910	IMPACT FEES - TRAILS REVENUE	10,592	3,428	0	0	0	0
	<b>SUBTOTAL</b>	<b>39,177</b>	<b>16,053</b>	<b>970</b>	<b>970</b>	<b>9,439</b>	<b>970</b>
<b>IMPACT FEES - OTHERS</b>							
31-34-100	IMPACT FEES - EMERGENCY SERVIC	14,820	10,599	157	157	159	159
31-34-200	IMPACT FEES - WATER STORAGE	0	0	0	0	0	0
31-34-300	IMPACT FEES - SCHOOL FEES	4,437	1,387	0	0	0	0
31-34-350	IMPACT FEES - ADMINISTRATION	0	245	3	3	3	3
	<b>SUBTOTAL</b>	<b>19,257</b>	<b>12,231</b>	<b>160</b>	<b>160</b>	<b>162</b>	<b>162</b>
<b>TRUST ACCOUNTS</b>							
31-36-440	DARK FIBER LEASE REVENUES	0	0	0	0	0	1,000
31-36-520	HEALTH ACCOUNT REVENUE	58,602	32,649	0	0	0	0
31-36-581	FESTIVAL OF TREES REVENUE	36,268	37,151	20,000	20,000	0	20,000
31-36-590	RESERVOIR HILL TICKET TAX	10,230	10,194	10,000	10,000	0	10,000
31-36-700	CEMETERY MAINTENANCE FEE	7,200	5,400	3,000	3,000	7,200	3,000
31-36-750	VACATION RENTAL SURCHARGE	5,600	18,000	8,000	8,000	11,000	10,700
	<b>SUBTOTAL</b>	<b>117,900</b>	<b>103,394</b>	<b>41,000</b>	<b>41,000</b>	<b>18,200</b>	<b>44,700</b>
	<b>TOTAL REVENUES</b>	<b>176,334</b>	<b>131,677</b>	<b>42,130</b>	<b>42,130</b>	<b>27,801</b>	<b>45,832</b>
	<b>PRIOR FUND BALANCE</b>	<b>500,387</b>	<b>540,903</b>	<b>468,792</b>	<b>468,792</b>	<b>484,009</b>	<b>262,419</b>
	<b>TOTAL REVENUES</b>	<b>676,721</b>	<b>672,580</b>	<b>510,922</b>	<b>510,922</b>	<b>511,810</b>	<b>308,251</b>

a In 2019, Council eliminated impact fees moving forward. Fees are still owed on developments that occurred prior to their elimination through deferral agreements.

b Dark fiber lease revenues from SCAN fiber come to Town and are passed on to CDC to Broadband Services Fund.

c If the Town receives a refund of health insurance expenses due to fewer claims.

d Festivals cancelled in 2020 due to COVID-19 restrictions

e This one time fee of \$300 is a perpetual maintenance fee charged at the time of interment that funds maintenance in the cemetery.

f Half of new and annual renewals is restricted into this account to fund workforce housing initiatives.

TRUST/IMPACT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>IMPACT FEES</b>							
31-77-600	IMPACT FEES - ROADS EXPENSE	0	0	147,547	147,547	162,400	0
31-46-700	IMPACT FEES - REGIONAL BLDGS	12,804	0	0	0	0	0
31-46-710	IMPACT FEES - TOWN BUILDINGS	0	0	8,817	8,817	11,000	0
31-56-720	IMPACT FEES - REC FACILITY	0	0	7,804	7,804	0	7,838
31-56-810	IMPACT FEES - TOWN RECREATION	25,000	7,050	0	0	0	0
31-68-900	IMPACT FEES - PARKS EXPENSE	25,000	0	8,452	8,452	0	10,200
31-68-910	IMPACT FEES - TRAILS EXPENSE	0	0	38,206	38,206	0	41,500
	<b>SUBTOTAL</b>	<b>62,804</b>	<b>7,050</b>	<b>210,826</b>	<b>210,826</b>	<b>173,400</b>	<b>59,538</b>
<b>IMPACT FEES - OTHERS</b>							
31-51-100	IMPACT FEES - EMERGENCY SERVIC	14,820	10,599	0	0	159	159
31-76-300	IMPACT FEES - SCHOOL FEES	4,437	1,387	0	0	0	0
31-76-310	IMPACT FEES - ADMIN FEES	500	0	1,397	1,397	1,397	248
	<b>SUBTOTAL</b>	<b>19,757</b>	<b>11,986</b>	<b>1,397</b>	<b>1,397</b>	<b>1,556</b>	<b>407</b>
<b>TRUST ACCOUNTS</b>							
31-76-520	HEALTH ACCOUNT EXPENSE	10,843	77,666	18,200	18,200	18,200	20,000
31-53-530	COMMUNITY CENTER EXPENSE	0	26,620	27,000	27,000	27,000	5,000
31-76-550	WHITewater EXPENSE	320	0	0	0	0	0
31-76-560	JIM GUYTON MEMORIAL EXPENSE	556	0	0	0	0	0
31-76-580	MARKY EGAN MEMORIAL EXPENSE	510	0	0	0	0	0
31-76-581	FESTIVAL OF TREES EXPENSE	36,268	37,151	20,000	20,000	0	20,000
31-76-590	RESERVOIR HILL TAX EXPENSE	5,152	10,715	13,000	13,000	11,435	13,000
31-76-700	PERPETUAL MAINTENANCE	0	0	9,500	9,500	9,800	9,500
31-76-750	VACATION RENTAL-HOUSING CHOICE	0	16,786	8,000	8,000	8,000	10,700
	<b>SUBTOTAL</b>	<b>53,650</b>	<b>168,938</b>	<b>95,700</b>	<b>95,700</b>	<b>74,435</b>	<b>78,200</b>
	<b>TOTAL EXPENDITURES</b>	<b>136,211</b>	<b>187,974</b>	<b>307,923</b>	<b>307,923</b>	<b>249,391</b>	<b>138,145</b>
	ANNUAL REVENUES	176,334	131,677	42,130	42,130	27,801	45,832
	ANNUAL EXPENDITURES	136,211	187,974	307,923	307,923	249,391	138,145
	<b>DIFFERENCE</b>	<b>40,124</b>	<b>-56,297</b>	<b>-265,793</b>	<b>-265,793</b>	<b>-221,590</b>	<b>-92,313</b>
	PRIOR YEAR CASH RESERVES	500,387	540,903	468,792	468,792	484,009	262,419
	<b>ENDING FUND BALANCE</b>	<b>540,511</b>	<b>484,606</b>	<b>202,999</b>	<b>202,999</b>	<b>262,419</b>	<b>170,106</b>

- a Spent on Pike to Eagle Dr. secondary road connection project in 2020
- b Spent in 2020 on Town Maintenance Facility
- c Design of South Yamaguchi Park 2021
- d Cotton Hole Trail/Hermosa Riverwalk Project in 2021
- e Cotton Hole Trail/Hermosa Riverwalk Project in 2021
- f Pass through to fire district; as of 2019 with elimination of impact fees Town is no longer collecting; 2021 assumes deferral payment
- g Restricted to employee health expenses-2021 assumes EAP at \$3,700, STD at \$8,400, Wellness Program at \$7,000
- h HVAC condenser unit in 2021; in 2020 was gym scissor lift, new chairs, and replacement of power projection screen
- i Fence and road improvements
- j Assumes workforce housing expenditure TBD

TRUST/IMPACT FUND				
YEAR				
ACCOUNT BALANCE		2019 ACTUALS	2020 ESTIMATE	2021 BUDGET
31-22-600	IMPACT FEES - ROADS	153,099	78	1,014
31-22-710	IMPACT FEES - TOWN BLDGS 2013	11,161	221	255
31-22-800	IMPACT FEE - REG REC FAC	7,838	7,838	0
31-22-810	IMPACT FEE - RECREATION 2013	1,846	1,846	1,846
31-22-900	IMPACT FEE - PARKS	10,329	10,329	129
31-23-000	IMPACT FEES - TRAILS	41,634	41,634	134
31-23-350	IMPACT FEES - ADMIN FEES	1,639	245	0
	<b>SUBTOTAL</b>	<b>227,546</b>	<b>62,191</b>	<b>3,378</b>
<b> </b>				
31-23-410	EAST END TRAIL DONATIONS	5,000	5,000	5,000
31-23-450	PINON LAKE FOUNTAIN	1,944	1,944	1,944
31-23-460	FIREWORKS FUND	706	706	706
31-23-520	HEALTH ACCOUNT	143,473	125,273	105,273
31-23-530	COMMUNITY CENTER	50,409	23,409	18,409
31-23-585	CEMETERY MAINTENANCE	12,600	10,000	3,500
31-23-586	VACATION RENTAL SURCHARGE	6,815	9,815	9,815
31-23-590	RESERVOIR HILL TICKET TAX	30,986	19,551	16,551
31-23-600	PARKS USER ADMISSION FEE	1,197	1,197	1,197
31-23-623	ALLEY HOUSE PARKING IMPROVEMNT	0	38,500	0
	<b>SUBTOTAL</b>	<b>253,130</b>	<b>235,395</b>	<b>162,395</b>
<b> </b>				
	<b>ENDING FUND BALANCE</b>	<b>480,676</b>	<b>297,586</b>	<b>165,773</b>

Tractor Supply

LODGERS TAX FUND							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>REVENUE</b>							
41-31-500	LODGER'S TAX	624,892	699,103	665,000	665,000	750,000	699,103
41-31-505	INTERGOVERNMENTAL REVENUE	237,427	266,697	273,500	273,500	300,000	273,500
41-31-510	VISITOR CENTER REVENUE	1,247	1,178	1,500	1,500	1,500	1,500
41-31-600	OTHER INCOME	45,000	45,000	45,000	45,000	45,000	25,000
41-31-650	MISC REVENUE	192	8,240	0	0	0	0
41-31-655	COVID RELIEF FUNDS	0	0	0	0	26,000	0
	<b>ANNUAL REVENUES</b>	<b>908,758</b>	<b>1,020,218</b>	<b>985,000</b>	<b>985,000</b>	<b>1,122,500</b>	<b>999,103</b>
	PRIOR YEAR CARRY OVER	370,764	527,875	588,734	588,734	527,875	774,701
	<b>TOTAL REVENUES</b>	<b>1,279,522</b>	<b>1,548,093</b>	<b>1,573,734</b>	<b>1,573,734</b>	<b>1,650,375</b>	<b>1,773,804</b>
<b>EXPENDITURES</b>							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>PERSONNEL</b>							
41-42-110	SALARIES	177,466	196,476	171,314	171,314	170,314	176,822
41-42-111	PART-TIME SALARIES	0	0	40,000	40,000	22,795	30,000
41-42-131	FICA	12,954	14,220	16,166	16,166	14,773	15,822
41-42-132	INSURANCE	37,080	53,391	56,243	56,243	55,023	49,150
41-42-134	PENSION	7,486	8,266	8,566	8,566	8,516	12,374
	<b>SUBTOTAL</b>	<b>234,986</b>	<b>272,353</b>	<b>292,289</b>	<b>292,289</b>	<b>271,421</b>	<b>284,168</b>
<b>COMMODITIES</b>							
41-42-205	EXTERNAL MARKETING	350,918	397,134	450,000	450,000	450,000	450,000
41-42-133	TRAVEL/TRAINING	14,052	14,195	19,000	19,000	5,000	5,000
41-42-210	EVENT FUNDING	8,386	39,975	50,000	50,000	15,000	64,000
41-42-402	TELEPHONE	1,663	0	0	0	0	0
41-42-230	ADMINISTRATION	411	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>375,430</b>	<b>451,304</b>	<b>519,000</b>	<b>519,000</b>	<b>470,000</b>	<b>519,000</b>
<b>CAPITAL PROJECTS</b>							
41-42-221	FISH STOCKING	5,000	0	5,000	5,000	3,500	2,500
41-42-222	INFRASTRUCTURE	21,500	27,558	30,000	30,000	155,302	90,000
41-42-223	WAYFINDING/SIGNAGE	13,025	17,256	25,000	25,000	15,000	15,000
41-42-224	MASTER PLAN/DATA ANALYTICS	40,000	38,050	40,000	40,000	30,750	0
41-42-226	ONE-TIME CHAMBER DONATION	10,000	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>89,525</b>	<b>82,864</b>	<b>100,000</b>	<b>100,000</b>	<b>204,552</b>	<b>107,500</b>
<b>VISITOR INFORMATION</b>							
41-42-326	VISITOR CENTER UTILITIES	5,389	5,026	5,500	5,500	3,500	5,500
41-42-327	VISITOR CENTER JANITORIAL	3,939	3,145	5,000	5,000	5,000	5,000
41-42-328	VC PRINTING AND PUBLICATION	20,041	18,244	20,000	20,000	20,000	20,000
41-42-329	VISITOR CENTER TECHNOLOGY	1,241	587	1,000	1,000	4,100	2,500
41-42-330	VC VOLUNTEER APPRECIATION	1,282	2,151	3,000	3,000	1,000	1,000
41-42-331	OFFICE EXPENSES/TELEPHONE	4,003	5,545	6,000	6,000	6,000	6,000
41-42-235	FULFILLMENT	15,811	31,835	27,500	27,500	20,000	20,000
	<b>SUBTOTAL</b>	<b>51,706</b>	<b>66,533</b>	<b>68,000</b>	<b>68,000</b>	<b>59,600</b>	<b>60,000</b>
<b>CONTRACTUAL</b>							
41-42-255	FIREWORKS	0	10,000	10,000	10,000	9,295	16,000
	<b>SUBTOTAL</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>9,295</b>	<b>16,000</b>
	ANNUAL REVENUES	908,758	1,020,218	985,000	985,000	1,122,500	999,103
	ANNUAL EXPENDITURES	751,647	883,054	989,289	989,289	1,014,868	986,668
	<b>DIFFERENCE</b>	<b>157,111</b>	<b>137,164</b>	<b>-4,289</b>	<b>-4,289</b>	<b>107,632</b>	<b>12,435</b>
	PRIOR YEAR CASH RESERVES	370,764	527,875	588,734	588,734	667,069	774,701
	<b>ENDING FUND BALANCE</b>	<b>527,875</b>	<b>665,039</b>	<b>584,445</b>	<b>584,445</b>	<b>774,701</b>	<b>787,136</b>

a 2021 estimate assumes same amount as 2019 actual revenues; 2020 estimate is 13% over 2020 budget

b 2021 estimate assumes same amount as 2019 actual revenues; 2020 estimate is 10% over 2020 budget

c CTO marketing grant business engagement program

d Assumes 3 FT

e Assumes 1 PT and 1 seasonal in Visitor Center

f Reduced in 2020 due to COVID-19 restrictions

g In 2020, purchased mobile event stage

h In 2020, new wayfinding directional signs; in 2021 new kiosks

i Moved to external marketing in 2021

j Reduced in 2021 as digital brochures increase

k Matched with \$16k from General Fund for annual show

GEOTHERMAL ENTERPRISE FUND							
REVENUES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>SERVICE FEES AND FINES</b>							
55-38-100	GEOTHERMAL BILLINGS	40,567	40,900	41,000	41,000	41,000	43,000
55-38-300	GEOTHERMAL LEASES	4,197	1,197	1,197	1,197	1,197	1,197
55-38-400	OTHER REVENUE	2,597	0	4,000	4,000	4,000	15,000
	<b>TOTAL ANNUAL REVENUES</b>	<b>47,361</b>	<b>42,097</b>	<b>46,197</b>	<b>46,197</b>	<b>46,197</b>	<b>59,197</b>
	PRIOR YEAR CARRY OVER	115,876	119,895	119,000	119,000	125,940	77,066
	<b>TOTAL REVENUES</b>	<b>163,237</b>	<b>161,992</b>	<b>165,197</b>	<b>165,197</b>	<b>172,137</b>	<b>136,263</b>
GEOTHERMAL ENTERPRISE FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 AMENDED BUDGET	2020 ESTIMATE	2021 BUDGET
<b>COMMODITIES</b>							
55-40-202	OFFICE SUPPLIES	0	0	100	100	25	100
55-40-204	POSTAGE	0	110	250	250	250	250
55-40-444	UTILITIES - ELEC & WATER	8,715	6,627	7,500	7,500	7,500	7,500
55-40-242	REPAIR EQUIPMENT/METERS	832	1,014	2,000	2,000	2,000	2,000
55-40-244	REPAIR LEAKS	3,701	125	3,000	3,000	2,500	3,000
55-40-246	NEW PUMP/METERS	5,037	1,389	900	900	900	900
	<b>SUBTOTAL</b>	<b>18,285</b>	<b>9,265</b>	<b>13,750</b>	<b>13,750</b>	<b>13,175</b>	<b>13,750</b>
<b>CONTRACTUAL</b>							
55-40-446	LEGAL/ATTORNEY	5,057	46	2,000	2,000	2,500	2,000
55-40-438	ENGINEERING	0	0	20,000	30,000	27,646	2,000
55-40-448	BOOKKEEPING	5,000	5,000	5,000	5,000	5,000	5,000
55-40-450	PROJECT BONDING AND INSURANCE	1,000	1,000	1,000	1,000	1,000	1,000
55-40-452	CONTRACTUAL SERVICE STREETS	9,500	9,500	9,500	9,500	9,500	9,500
55-40-456	CONTRACT SERVICES MAINTENANCE	4,500	4,500	4,500	4,500	4,500	4,500
	<b>SUBTOTAL</b>	<b>25,057</b>	<b>20,046</b>	<b>42,000</b>	<b>52,000</b>	<b>50,146</b>	<b>24,000</b>
<b>CAPITAL IMPROVEMENTS/DEBT SERVICE</b>							
55-40-248	LINE REPLACEMENT AND UPGRADES	0	0	25,000	25,000	25,000	25,000
55-40-249	VACUUM TRUCK LEASE/PURCHASE	0	6,742	6,740	6,740	6,750	6,750
	<b>SUBTOTAL</b>	<b>0</b>	<b>6,742</b>	<b>31,740</b>	<b>31,740</b>	<b>31,750</b>	<b>31,750</b>
	<b>TOTAL GEOTHERMAL EXPENDITURES</b>	<b>43,341</b>	<b>36,053</b>	<b>87,490</b>	<b>97,490</b>	<b>95,071</b>	<b>69,500</b>
	ANNUAL REVENUES	47,361	42,097	46,197	46,197	46,197	59,197
	ANNUAL EXPENDITURES	43,341	36,053	87,490	97,490	95,071	69,500
	<b>DIFFERENCE</b>	<b>4,020</b>	<b>6,043</b>	<b>-41,293</b>	<b>-51,293</b>	<b>-48,874</b>	<b>-10,303</b>
	PRIOR YEAR CASH RESERVES	115,876	119,895	119,000	119,000	125,940	77,066
	<b>ENDING FUND BALANCE</b>	<b>119,896</b>	<b>125,938</b>	<b>77,707</b>	<b>67,707</b>	<b>77,066</b>	<b>66,763</b>

a billing occurs for seven months w/ operating season; assumes 33 customers at \$5790 total per month

b assumes tap fees for new development

c system condition assessment completed in 2020; phased line replacements budgeted in 2020 and beyond

d line replacement in 2020 anticipated if new development occurs near geothermal building



Town of Pagosa Springs  
P.O. Box 1859  
Pagosa Springs, CO 81147  
Phone 970.264.4151  
Fax 970.264.4634

### ASSESSED VALUATION AND MILL LEVIES

YEAR	2019	2020	2021
ASSESSED VALUATION	54,839,058	62,030,223	61,969,820
MILL LEVY	1.57 Mills	1.565 Mills	1.559 Mills
TOTAL REVENUES	\$86,097	\$97,077	\$96,611

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2021 budget of the Town of Pagosa Springs, Colorado.

April Hessman, Town Clerk/Finance

## CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

**TO:** County Commissioners<sup>1</sup> of Archuleta County, Colorado.

On behalf of the Town of Pagosa Springs,  
(taxing entity)<sup>A</sup>

the Town Council,  
(governing body)<sup>B</sup>

of the Town of Pagosa Springs,  
(local government)<sup>C</sup>

**Hereby** officially certifies the following mills to be levied against the taxing entity's GROSS \$ 61,969,820 assessed valuation of: (GROSS<sup>D</sup> assessed valuation, Line 2 of the Certification of Valuation Form DLG 57<sup>E</sup>)

**Note:** If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area<sup>F</sup> the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ \_\_\_\_\_ (NET<sup>G</sup> assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

**Submitted:** 12/01/2020 for budget/fiscal year 2021.  
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY <sup>2</sup>	REVENUE <sup>2</sup>
1. General Operating Expenses <sup>H</sup>	1.557 mills	\$ 96,487
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction <sup>I</sup>	< > mills	\$ < >
<b>SUBTOTAL FOR GENERAL OPERATING:</b>	1.557 mills	\$ 96,487
3. General Obligation Bonds and Interest <sup>J</sup>	_____ mills	\$ _____
4. Contractual Obligations <sup>K</sup>	_____ mills	\$ _____
5. Capital Expenditures <sup>L</sup>	_____ mills	\$ _____
6. Refunds/Abatements <sup>M</sup>	.002 mills	\$ 124
7. Other <sup>N</sup> (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
<b>TOTAL:</b> [ Sum of General Operating Subtotal and Lines 3 to 7 ]	1.559 mills	\$ 96,611

Contact person: April Hessman Daytime phone: ( 970 ) 264-4151 ext 237  
(print)  
Signed:  Title: Town Clerk

*Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.*

<sup>1</sup> If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.  
<sup>2</sup> Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

**AMENDED CERTIFICATION OF VALUES**

**TOWN OF PAGOSA SPRINGS**

Name of Jurisdiction: **TOWN OF PAGOSA SPRINGS**

New District:

**USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY**

In accordance with 39-5-121(2)(a) and 39-5-128(1), C.R.S. The total Assessed Valuations for taxable year 2020  
In Archuleta County, CO On 11/13/2020 Are:

Previous Year's Net Total Assessed Valuation:	\$62,030,223
Current Year's Gross Total Assessed Valuation:	\$61,969,820
(-) Less TIF district increment, if any:	\$0
Current Year's Net Total Assessed Valuation:	\$61,969,820
New Construction*:	\$639,330
Increased Production of Producing Mines**:	\$0
<b>ANNEXATIONS/INCLUSIONS:</b>	<b>\$71,130</b>
Previously Exempt Federal Property**:	\$0
New Primary Oil or Gas production from any Oil and Gas leasehold or land (29-1-301(1)(b) C.R.S.)***:	\$0
Taxes collected last year on omitted property as of August 1 (29-1-301(1)(a) C.R.S.) Includes all revenue collected on valuation not previously certified.	\$0.00
Taxes Abated or Refunded as of August 1 (39-10-114(1)(a)(I)(B) C.R.S.):	\$145.42

This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec. 20(8)(b), Colo. Constitution  
 \* New Construction is defined as: Taxable real property structures and the personal property connected with the structure.  
 \*\* Jurisdiction must submit a certification to the Division of Local Government in order for a value to be accrued (DLG52 & 52A)  
 \*\*\* Jurisdiction must submit an application to the Division of Local Government in order for a value to be accrued. (DLG 52B)

**USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY**

In accordance with the Art. X, Sec. 20, Colorado Constitution and 39-5-121(2)(b), C.R.S. The Actual Valuations for the taxable year 2020  
In Archuleta County, CO On 11/13/2020 Are:

Current Year's Total Actual Value of All Real Property*:	\$385,287,296
<b>ADDITIONS TO TAXABLE REAL PROPERTY:</b>	<b>\$6,028,360</b>
Construction of taxable real property improvements**:	
<b>ANNEXATIONS/INCLUSIONS:</b>	<b>\$245,280</b>
Increased Mining Production***:	\$0
Previously exempt property:	\$0
Oil or Gas production from a new well:	\$0
Taxable real property omitted from the previous year's tax warrant. (Only the most current year value can be reported):	\$3,780
<b>DELETIONS FROM TAXABLE REAL PROPERTY IMPROVEMENTS:</b>	<b>\$108,210</b>
Destruction of taxable property improvements.	
Disconnections/Exclusions:	\$0
Previously Taxable Property:	\$1,721,210

\* This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.  
 \*\* Construction is defined as newly constructed taxable real property structures.  
 \*\*\* Includes production from a new mine and increase in production of a producing mine.

**NOTE: All levies must be certified to the Board of County Commissioners no later than December 15,2020**

# DEBT SERVICE



Balloons over Town Hall



## Debt Service List

<u>Name</u>	<u>2021 Payment</u>	<u>Year End Balance</u>
UMB 8 <sup>th</sup> Street Lease/Purchase	\$188,062.50	\$3,022,950.00
Zion's Bank Lease/Purchase	\$249,784.60	\$3,050,041.10
Kois Bros Vacuum Truck Lease/Purchase	\$ 40,775.00	\$ 78,405.70*
Xerox Copier Lease (Administration)	\$ 2,420.28	\$ 0.00
AltaLink Copier Lease (Parks & Rec)	\$ 2,081.04	\$ 6,243.38

\*Vacuum truck payment is split between the Capital Improvement Fund 31.3%, Geothermal Fund 6.2%, and Sanitation Fund 62.5%

## Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

UMB 8th Street Lease/Purchase

Final Pricing - November 29, 2016 1135AM MTN

### Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I
05/01/2017	-	-	37,234.72	37,234.72
11/01/2017	100,000.00	3.000%	49,281.25	149,281.25
05/01/2018	-	-	47,781.25	47,781.25
11/01/2018	100,000.00	3.000%	47,781.25	147,781.25
05/01/2019	-	-	46,281.25	46,281.25
11/01/2019	100,000.00	3.000%	46,281.25	146,281.25
05/01/2020	-	-	44,781.25	44,781.25
11/01/2020	100,000.00	4.000%	44,781.25	144,781.25
05/01/2021	-	-	42,781.25	42,781.25
11/01/2021	100,000.00	4.000%	42,781.25	142,781.25
05/01/2022	-	-	40,781.25	40,781.25
11/01/2022	105,000.00	3.000%	40,781.25	145,781.25
05/01/2023	-	-	39,206.25	39,206.25
11/01/2023	105,000.00	3.000%	39,206.25	144,206.25
05/01/2024	-	-	37,631.25	37,631.25
11/01/2024	110,000.00	4.000%	37,631.25	147,631.25
05/01/2025	-	-	35,431.25	35,431.25
11/01/2025	115,000.00	4.000%	35,431.25	150,431.25
05/01/2026	-	-	33,131.25	33,131.25
11/01/2026	120,000.00	3.250%	33,131.25	153,131.25
05/01/2027	-	-	31,181.25	31,181.25
11/01/2027	120,000.00	3.250%	31,181.25	151,181.25
05/01/2028	-	-	29,231.25	29,231.25
11/01/2028	125,000.00	3.250%	29,231.25	154,231.25
05/01/2029	-	-	27,200.00	27,200.00
11/01/2029	130,000.00	4.000%	27,200.00	157,200.00
05/01/2030	-	-	24,600.00	24,600.00
11/01/2030	135,000.00	4.000%	24,600.00	159,600.00
05/01/2031	-	-	21,900.00	21,900.00
11/01/2031	140,000.00	4.000%	21,900.00	161,900.00
05/01/2032	-	-	19,100.00	19,100.00
11/01/2032	145,000.00	4.000%	19,100.00	164,100.00
05/01/2033	-	-	16,200.00	16,200.00
11/01/2033	155,000.00	4.000%	16,200.00	171,200.00
05/01/2034	-	-	13,100.00	13,100.00
11/01/2034	160,000.00	4.000%	13,100.00	173,100.00
05/01/2035	-	-	9,900.00	9,900.00
11/01/2035	160,000.00	4.000%	9,900.00	169,900.00
05/01/2036	-	-	6,700.00	6,700.00
11/01/2036	165,000.00	4.000%	6,700.00	171,700.00
05/01/2037	-	-	3,400.00	3,400.00
11/01/2037	170,000.00	4.000%	3,400.00	173,400.00
<b>Total</b>	<b>\$2,660,000.00</b>	<b>-</b>	<b>\$1,227,153.47</b>	<b>\$3,887,153.47</b>

**EXHIBIT D****BASE RENTAL PAYMENT SCHEDULE**

<u>Base Rental Payment Date</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Total</u>
11/15/2019	\$220,000.00	\$28,887.75	\$248,877.75
05/15/2020	--	40,538.75	40,538.75
11/15/2020	167,000.00	40,538.75	207,538.75
05/15/2021	--	38,142.30	38,142.30
11/15/2021	172,000.00	38,142.30	210,142.30
05/15/2022	--	35,674.10	35,674.10
11/15/2022	176,000.00	35,674.10	211,674.10
05/15/2023	--	33,148.50	33,148.50
11/15/2023	182,000.00	33,148.50	215,148.50
05/15/2024	--	30,536.80	30,536.80
11/15/2024	187,000.00	30,536.80	217,536.80
05/15/2025	--	27,853.35	27,853.35
11/15/2025	192,000.00	27,853.35	219,853.35
05/15/2026	--	25,098.15	25,098.15
11/15/2026	198,000.00	25,098.15	223,098.15
05/15/2027	--	22,256.85	22,256.85
11/15/2027	203,000.00	22,256.85	225,256.85
05/15/2028	--	19,343.80	19,343.80
11/15/2028	209,000.00	19,343.80	228,343.80
05/15/2029	--	16,344.65	16,344.65
11/15/2029	215,000.00	16,344.65	231,344.65
05/15/2030	--	13,259.40	13,259.40
11/15/2030	221,000.00	13,259.40	234,259.40
05/15/2031	--	10,088.05	10,088.05
11/15/2031	228,000.00	10,088.05	238,088.05
05/15/2032	--	6,816.25	6,816.25
11/15/2032	234,000.00	6,816.25	240,816.25
05/15/2033	--	3,458.35	3,458.35
11/15/2033	241,000.00	3,458.35	244,458.35

Vacuum Truck Lease/Purchase

**Schedule No. 01  
EXHIBIT B**

**SCHEDULE OF PAYMENTS**

**Rate: 3.78%**

Payment Number	Payment Date	Payment	Interest	Principal	Purchase Option Price*
1	8/15/2019	\$ 108,736 29	\$ 18,411 66	\$ 90,324 63	\$ 408,659 06
2	8/15/2020	\$ 108,736 29	\$ 14,997 39	\$ 93,738 90	\$ 312,107 99
3	8/15/2021	\$ 108,736 29	\$ 11,454 06	\$ 97,282 23	\$ 211,907 30
4	8/15/2022	\$ 108,736 29	\$ 7,776 79	\$ 100,959 50	\$ 107,919 01
5	8/15/2023	\$ 108,736 29	\$ 3,960 55	\$ 104,775 74	\$ -
<b>Totals</b>		<b>\$ 543,681.45</b>	<b>\$ 56,600.45</b>	<b>\$ 487,081.00</b>	

\*Payment split between three funds;

Capital Improvement Fund 31.5%, Geothermal Fund 6.2%, Sanitation Fund 62.5

*\*Assumes that all rental payments and additional rentals due on and prior to that date have been paid*

**Lessee: Town of Pagosa Springs**

Signature

Printed Name and Title

Date

  
 Don Volger, Mayor  
 9/5/18



PAGECONNECT AGREEMENT

GREATAMERICA FINANCIAL SERVICES CORPORATION  
 625 FIRST STREET SE, CEDAR RAPIDS IA 52401  
 PO BOX 609, CEDAR RAPIDS IA 52406-0609



AGREEMENT NO.: 1492298

**CUSTOMER ("YOU" OR "YOUR")**

FULL LEGAL NAME: Pagosa Springs, Town of

ADDRESS: PO Box 1859 Pagosa Springs CO 81147-1859

**VENDOR (VENDOR IS NOT OUR AGENT AND IS NOT AUTHORIZED BY US TO ACT ON OUR BEHALF OR TO WAIVE OR ALTER ANY PROVISION OF THIS AGREEMENT)**

Toner Mountain Pagosa Springs, CO

**EQUIPMENT AND PAYMENT TERMS**  SEE ATTACHED SCHEDULE

TYPE, MAKE, MODEL NUMBER, SERIAL NUMBER, AND INCLUDED ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	BEGINNING METER READING		MONTHLY IMAGE ALLOWANCE		EXCESS PER IMAGE CHARGE (PLUS TAX)	
		B&W	COLOR	B&W	COLOR	B&W	COLOR
1 Xerox AltaLink C8030/T2 with four-tray module System	<input type="checkbox"/>					.0119	.0799
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
TOTAL CONSOLIDATED MONTHLY IMAGE ALLOWANCE AND EXCESS PER IMAGE CHARGES (IF CONSOLIDATED)							

EQUIPMENT LOCATION: As Stated Above METER FREQUENCY: Monthly

TERM IN MONTHS: 63 MONTHLY BASE PAYMENT AMOUNT\*: \$173.42 (\*PLUS TAX) PURCHASE OPTION\*: Fair Market Value

**CONTRACT**

THIS AGREEMENT IS NON-CANCELABLE AND IRREVOCABLE. IT CANNOT BE TERMINATED. PLEASE READ CAREFULLY BEFORE SIGNING. THIS AGREEMENT AND ANY CLAIM RELATED TO THIS AGREEMENT SHALL BE GOVERNED BY THE LAWS OF THE STATE OF IOWA. ANY DISPUTE WILL BE ADJUDICATED IN A FEDERAL OR STATE COURT IN LINN COUNTY, IOWA. YOU HEREBY CONSENT TO PERSONAL JURISDICTION AND VENUE IN SUCH COURTS AND WAIVE TRANSFER OF VENUE. EACH PARTY WAIVES ANY RIGHT TO A JURY TRIAL.

**CUSTOMER'S AUTHORIZED SIGNATURE**

BY SIGNING THIS PAGE, YOU REPRESENT TO US THAT YOU HAVE RECEIVED AND READ THE ADDITIONAL TERMS AND CONDITIONS APPEARING ON THE SECOND PAGE OF THIS TWO-PAGE AGREEMENT. THIS AGREEMENT IS BINDING WHEN WE EXECUTE THIS AGREEMENT AND PAY FOR THE EQUIPMENT.

(As Stated Above) X [Signature] DANIELS & REC DIRECTOR 09/19  
 CUSTOMER SIGNATURE PRINT NAME & TITLE DATE

**OWNER ("WE", "US", "OUR")**

GreatAmerica Financial Services Corporation  
 OWNER SIGNATURE PRINT NAME & TITLE DATE

**UNCONDITIONAL GUARANTY**

The undersigned, jointly and severally if more than one, unconditionally guarantee(s) that the Customer will timely perform all obligations under the Agreement. The undersigned also waive(s) any notification if the Customer is in default and consent(s) to any extensions or modifications granted to the Customer. In the event of default, the undersigned will immediately pay all sums due under the terms of the Agreement without requiring us to proceed against Customer or any other party or exercise any rights in the Equipment. The undersigned, as to this guaranty, agree(s) to the designated forum and consent(s) to personal jurisdiction, venue, and choice of law as stated in the Agreement, agree(s) to pay all costs and expenses, including attorney fees, incurred by us related to this guaranty and the Agreement, waive(s) a jury trial and transfer of venue, and authorize(s) obtaining credit reports.

SIGNATURE: X INDIVIDUAL: \_\_\_\_\_ DATE: \_\_\_\_\_

SIGNATURE: X INDIVIDUAL: \_\_\_\_\_ DATE: \_\_\_\_\_